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TWENTY CENTS

# Sales Management

For The Man in Charge of Sales and Advertising

MAY 28, 1927



(Above) OTTO Y. SCHNERING, President  
Curtiss Candy Company

How Acme White  
Lead and Color Works  
Cut Direct Mail Costs

A - DARTNELL - PUBLICATION

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# Yours for the Asking!

*Your dealer's window, the most valuable advertising space in the world—but how will you ask?*

WINDOW DISPLAY differs from every other proven advertising medium in that you pay only for the display but rarely for the space it occupies. Yet that space is the most valuable of all places for your advertisement.

A national chain of tobacco shops reports that of every \$10,000.00 it spends in store rentals, \$7,000.00 is figured as representing store window value.

The competition for the dealer's window is keen. Not merely do you compete with similar products but with every other item in the store. When you ask the dealer for the use of his window, you must give a reason—the most potent of which is a sales producing idea—one that will actually bring more people into his store.

Advertisers no longer consider window displays as mere dealer helps, but as an actual producing advertising medium measuring its effectiveness largely by their success in getting

displays into windows of stores selling their products.

In this day of keen merchandising, when every medium must produce results, Window Display advertising on actual checking and investigation, is daily proving itself one of the strongest sales stimulants. But it must be handled with the same skill and experience as the other proven media.

The Einson-Freeman organization with its quarter-century experience in window display advertising is daily helping manufacturers and advertisers to successfully ask for this valuable space. Einson-Freeman's knowledge of window display as a medium—as a profit-producing medium—makes a story that every manufacturer whose sales outlet is through

the retail store should hear at first hand. *When are you going to ask for the story?*

THERE are still a few copies of "Creating a Successful Window and Counter Display" available. Send for yours today.



## EINSON-FREEMAN CO. INC

*Lithographers*

OFFICES AND COMPLETE MANUFACTURING PLANT  
511-519 East 72nd Street · New York City

Specializing  
in window and  
store display  
advertising



# 8 p. m. in the Market



## CHICAGO MARKET FACTS

Woman's buying and the great influence she exerts upon all buying are recognized in Chicago as one of the fundamental characteristics of the market.

Recognized as fundamental, too, is the preference of Chicago women for The Daily News, reflected in The Daily News leadership in typical advertising classifications—department stores, groceries, household utilities.

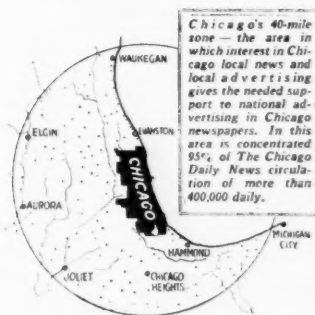
Chicago women find the advertising in The Daily News a comprehensive guide to whatever is advertised for sale in Chicago—and they insist upon getting this all-important information in the paper they read at home in the evening. An advertiser seeking to establish selling influence with Chicago women needs only a little acquaintance with the Chicago market and a knowledge of the practice of Chicago advertisers to know that his right medium is The Daily News.

IT makes a world of difference to you, as a national advertiser, whether or not your message is in a medium wanted for its advertising when the calm of evening settles upon the household.

Relatively few are likely to buy a newspaper to read your particular advertising. But many will demand it for the local advertising it contains. This very human interest in the advertising of the local stores is easily turned to your advantage by placing your advertising in the same medium.

The local advertiser selects the newspaper that is richest in its home-reading qualities and makes it, with his advertising, a doubly effective medium for the national advertiser, because the latter shares in a very definite advertising reader-interest.

Thus the national advertiser is enabled to confine his expenditure to the profitable market, assured that both as to its area and its constituency it is the field he can successfully cultivate.



## THE CHICAGO DAILY NEWS

Member of The 100,000 Group of American Cities

### Advertising Representatives:

NEW YORK  
J. B. Woodward  
110 E. 42d St.

CHICAGO  
Woodward & Kelly  
360 N. Michigan Ave.

DETROIT  
Woodward & Kelly  
Fine Arts Building

SAN FRANCISCO  
C. Geo. Krogness  
253 First National Bank Bldg.

AVERAGE DAILY NET PAID CIRCULATION FOR APRIL, 1927—442,577

Published every other Saturday and copyrighted 1927 by the Dartnell Corporation, 4660 Ravenswood Ave., Chicago, Ill. Subscription price \$4.00 a year, in advance. Entered as second class matter, March 12, 1919, at the Post Office at Chicago, Ill., under act of March 3, 1879.

Prospect List

10-day	30-day	90-day
Warren Company Dodd Brothers Jan Foster	Hepple & Sons Jackson Corp. Cherterton A. Ball & Co.	Anchor Mfg. Co. Cahoy & Cahoy R. R. Utter H. B. Ives Gullifly, Ltd. P. C. Young Gruett Sales Co. Warner Eng. Co. Hart & Cooper Holliday Corp. A. & R. Company Robert C. Lynd

The 90-day prospect

Prospects fall into various classifications. You may rate yours as 10-day, 30-day, 90-day or 120-day prospects, according to their possibilities or according to the ability of your salesmen to call upon them.

Your sales promotion department finds its real work among the 90 and 120-day prospects. It should maintain contacts between the visits of salesmen, should carry on the educational effort where the salesmen of necessity leave off.

The 90 and 120-day prospects are often largest in numbers and their total business is of such proportions as to make cultivation highly desirable.

For this work there is no medium so economical and effective as organized direct advertising—the kind planned, prepared and produced by our organization.

To a discussion of 90 and 120-day prospects, the opportunity they offer for sales development, we will bring, at your request, a breadth of experience and a specialized knowledge.

EVANS-WINTER-HEBB Inc. Detroit  
816 Hancock Avenue West



The business of the Evans-Winter-Hebb organization is the execution of direct advertising as a definite medium, for the preparation and production of which it has within itself both capable personnel and complete facilities:  
Marketing Analysis • Plan • Copy • Art • Engraving  
Letterpress and Offset Printing • Binding • Mailing

# This Issue at a Glance

For the convenience of subscribers whose time is limited, we will print here in each issue a short digest of the principal articles in each number, so that you may determine those articles which are of sufficient interest to warrant careful reading

## ADVERTISING

"If Advertising Doesn't Do Its Own Housecleaning, Then What?" inquires Roy W. Johnson in the third article covering SALES MANAGEMENT's recent proposal that an "Audit Bureau of Advertisers" or some similar body be established to censor advertising. The purpose of this body would be to take such steps as would help to re-establish the public's waning confidence in the exaggerated claims of present day advertising. Page 1011.

## DIRECT MAIL

A. J. Reiss of the Acme White Lead and Color Works tells how that company cut their direct mail costs and still multiplied the efficiency of their direct advertising work. How they built a mailing list of 168,000 names so far this year, and why dealers are willing to cooperate on the plan, are two of the points explained in the article. Page 1007.

When the Marietta Paint & Color Company developed a new product called "Varnitro," they sought some unusual way to introduce it. A simple direct mail campaign embodying the idea of inviting leading executives to help test the new varnish, solved the problem and sold \$22,400 worth of orders in ninety days. Turn to page 1044.

## GENERAL

Ray B. Drum answers a controversial article appearing in the previous issue of SALES MANAGEMENT, on high-pressure selling versus low-pressure selling. Turn to page 1019.

The Timken Detroit Axle Company takes a sales movie to users of its products through a motor coach fitted up with screen, projector, and seats for an audience. How this coach operates and what success the company has had with it, are told on page 1023.

## NEWS

A report of the recent meeting of the Association of National Advertisers appears on page 1015.

Sales and advertising activities in four metropolitan markets are summarized in this issue. "Washers, Motor Trucks and Office Appliances Gain in Pittsburgh," page 1035. "Atlanta to Spend Million in Business Papers," page 1036. "Made in Dallas' Week Brings Local Advertisers to Front," page 1038. "Toledo to Fight Tire Price Cutters With Standardized Advertising," page 1072. "Retail Sales Slow in Portland, But Building is Active," page 1042.

## SALES POLICY

No one in the clothing industry had taken advantage of the selling opportunity that lay in the practicability of selling

clothing and haberdashery that harmonized in style and color, until Wilson Brothers developed what is known as their "Ensemble Plan," and began aggressively advertising it and promoting it among dealers as a basic part of their own sales plan. Wilson Brothers' success with this idea is described in the leading article in this issue by D. H. Steele, sales director of the company. Page 999.

Why the Curtiss Candy Company of Chicago featured the Baby Ruth candy bar above all other items in their line, is explained in an interview with Otto Y. Schnering, president of the company, on page 1001.

The sales and advertising policies through which A. W. Engel built an international business on one small product—Engel's Art Corners for mounting pictures—are described on page 1031.

## SALES RECORDS

Paul R. Bishop, sales manager, the Kimlark Rug Company, describes some of the simple forms and records which enable him to complete his office work in six days a month, and spend the remainder of the time in the field with his men. Turn to page 1009.

## SALESMANSHIP

The third article of a series by Saunders Norvell on "True Selling Stories" appears on page 1003. "How I Lost the Biggest Order I Ever Had a Chance to Sell," is told by Mr. Norvell, together with half a dozen other interesting experiences of his days on the road as a hardware salesman.

## TRAINING SALESMEN

The tenth article of a series by Charles W. Hoyt on "The New Scientific Sales Management" deals with training and developing salesmen. Page 1026.

## THE NEXT ISSUE

Among the features for the next issue of SALES MANAGEMENT is an article by S. H. Gerritt, director, Jacob Miller's Sons Company, Philadelphia, Pennsylvania, on "Now Our Dealers Are Not Afraid of Low Price Competition." This article tells of plans this concern used to merchandise quality shirts and to help dealers overcome the increased interest in price on the part of the buying public.

Another article in the June 11 issue will describe a newspaper advertisement used by the Lumbermen's Mutual Casualty Company that pulled 1,500 inquiries from a single insertion.

Lee Fleming, general sales manager of the Hamilton Carhartt Company of Detroit, will tell how his company got salesmen to read sales bulletins and letters sent out by the house.



Published  
Every-Other-Saturday

# Sales Management

For the Man  
in Charge of Sales

VOLUME TWELVE

Established 1918 by  
The Dartnell Corporation  
Printed by The Dartnell Press



NUMBER ELEVEN

Member Audit Bureau of Circulations  
Associated Business Papers, Inc.  
Copyright 1927 by The Dartnell Corporation

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## Publication Offices:

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Chicago  
Telephones:  
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Vice-President

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London, W. C. 2  
9 Quality Court  
Telephone, Holborn 5628  
G. D. YOUNG . . . Manager

Sydney (Australia)  
CATTS-PATTERSON CO., LTD.

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For May 28, 1927

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bing rates.

Renewals: Subscriptions to  
SALES MANAGEMENT are  
dropped promptly when they  
expire. Readers desiring to  
keep their files complete should  
renew their subscription upon  
finding expiration notice in  
their copy.

News Stand Copies: This  
magazine is not generally sold  
through news dealers. For the  
convenience of subscribers  
away from the office it is dis-  
tributed on the news stands  
of the principal hotels.

Closing Dates for Advertising:  
Closing date for covers, color  
advertising, and preferred po-  
sitions, twenty days before  
date of issue; closing date for  
okay of proofs on run of  
paper advertising, twenty days  
before date of issue; last form  
closes ten days before date of  
issue.

## Knickerbocker Efficiency

Large orders come from efficient buyers, and—logically—are secured by efficiently equipped salesmen.

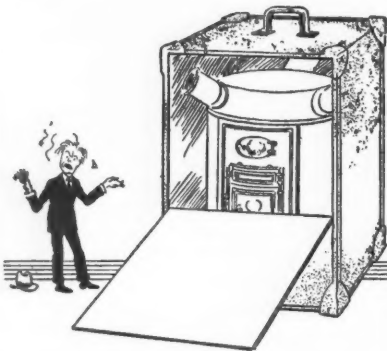
Many a salesman gets off on the wrong foot by his inefficient method of carrying his samples.

With a Knickerbocker Efficiency Case your salesman can make more calls in a day—save more of the buyer's time as well as his own.

And these days, as you know, time talks, as well as money.

More calls, more sales—more sales, more profits.

Let us send you a booklet—learn how we design Sample Cases to do a certain part of the sales-work—thus raising the salesman's efficiency.



A whole album of Ideas in colors will be sent prepaid to responsible firms without obligation except to return. It shows how we have made special cases for many well known concerns, frequently when they thought it was impossible, enabling them to show samples or miniature models, instead of photographs, thereby increasing their sales.

### Knickerbocker Case Co.

"Made Right" Sample Cases—Since 1900

225-235 N. Clinton Street

Chicago (3235C)



Courtesy The Pullman Company.

*They Say that—*

ISAAC BLACK, who has been connected with the Russell & Erwin division of the American Hardware Corporation for more than ten years as sales manager, has been made general manager of the same company to succeed B. A. HAWLEY, who died recently.

Owing to the death of the president and founder of Curtis 1000, Incorporated, HENRY RUSSELL CURTIS, the following new officers and directors have been elected: HENRY CURTIS, president; B. B. CURTIS, first vice president; G. M. BOGUE, second vice president; G. E. WHEELER, treasurer, and H. H. COWIE, secretary. The above were also elected directors.

At the annual meeting of the Charles W. Hoyt Company, Inc., held in April, the following elections were made: R. L. TALLEY and G. N. WALLACE, vice presidents; GILBERT S. PATTILLO (of the Boston office), secretary; ARTHUR H. GATES, treasurer. T. F. FLANAGAN and A. SMITH were elected to the board of directors.

C. S. MCCracken has recently been added to the staff of the John S. King Company, Inc., advertising agency of Cleveland, Ohio, to assist in sales and market research. Mr. McCracken was formerly editor of the *Monthly Business Review* of the Federal Reserve Bank of Cleveland.

THOMAS F. ENGLISH, head of the Indiana & Michigan Electric Company, South Bend, Indiana, has been elected president of the Great Lakes division of the National Electric Light Association. Mr. English succeeds A. C. MARSHALL of Detroit.

A. H. PACKER has joined the copy staff of the Buchen Company, Chicago advertising agency. Mr. Packer was formerly associate editor of *Motor Age*.

PERCY H. WHITING, who has been connected with Henry L. Doherty & Company of New York for the past four years, first as manager of the Customer Ownership division and later as general retail sales manager, has organized P. H. Whiting & Company, Inc., with main offices in New York.

ELLIOTT C. HENSEL, for seven years merchandising counsel in Los Angeles, has been appointed advertising manager of the Los Angeles *Illustrated Daily News*. Mr. Hensel will continue his work as instructor in advertising at the Metropolitan College, University of Southern California, where he has been lecturing for five years.

At the last meeting of the Milwaukee Association of Industrial Advertisers, the following officers were elected for the coming year: HOWARD WINTON, general branch manager of The Heil Company, president; HAROLD STROUSE, advertising manager of the Harnischfeger Corp., vice president; A. J. GERLACH, advertising manager of the Sterling Motor Truck Company, secretary and treasurer.

J. W. GREENLEAF has been appointed New England manager of sales and production for the Waverly Oil Company of Pittsburgh. His offices will be located in Boston.

GLEN C. CARNAHAN, formerly manager of the house and water heating division of the Peoples Gas Light & Coke Company of Chicago, recently resigned to accept the appointment of general manager of the gas heating department of James B. Clow & Sons, also of Chicago. Mr. Carnahan fills the vacancy left by E. V. DAILEY, who has retired after eleven years service with the Clow Company.

At the annual stockholders' meeting of the Duz Company, Inc., of Delaware and New Jersey, the following directors were elected to serve for the ensuing year: WM. WRIGLEY, JR., A. W. ERICKSON, WM. A. OTIS, B. L. ATWATER, S. I. WELSHER, A. L. WOODWORTH, R. H. MOODY, H. D. SCOTT, F. C. TOWNSEND, ALBERT W. MILLER, and GEORGE GARBE.

DR. PAUL H. NYSTROM has been elected vice president of Congoleum-Nairn, Inc. He recently held the professorship of marketing at Columbia University.

The Phillips-Jones Corporation announces the appointment of A. S. PHILLIPS as president of the company, to succeed MAX PHILLIPS, who has resigned.

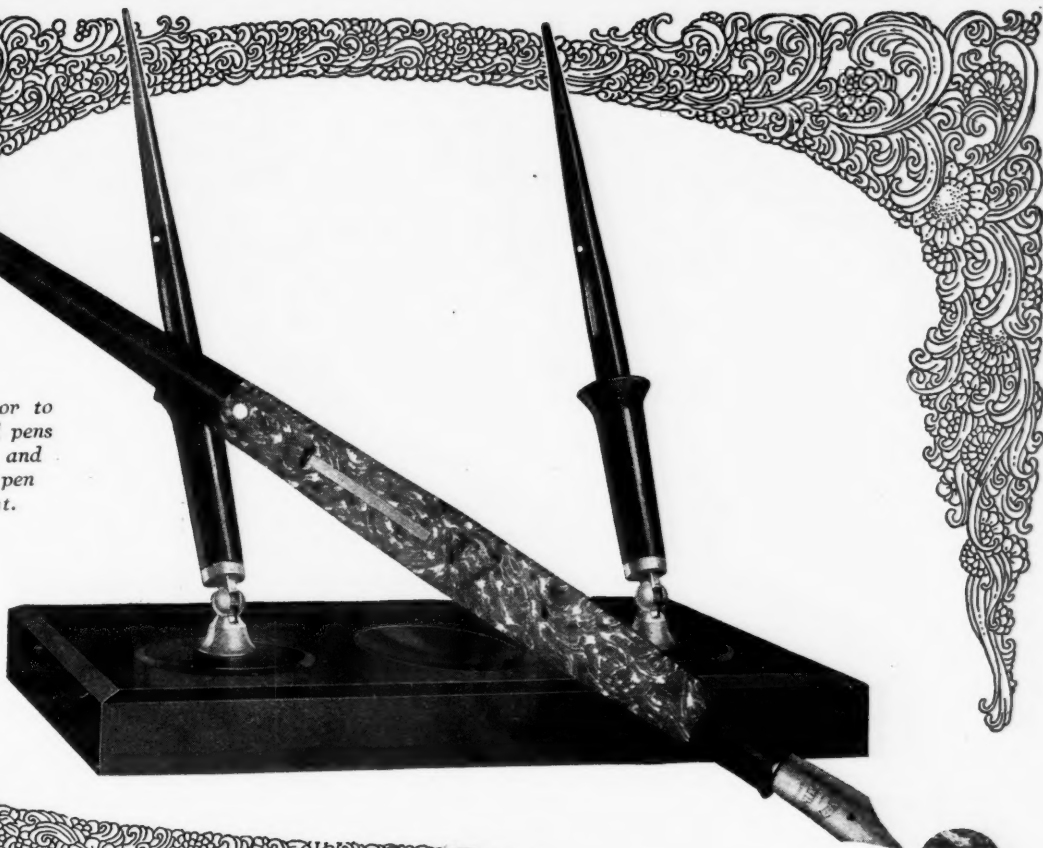
JOHN Z. HEIZER, sales manager of the Buckeye Soda Company of Painesville, Ohio, has been elevated to vice president in charge of sales of the same company.

The Butterick Publishing Company announces the election of H. S. LINES as vice president of the company. He was formerly promotion manager. He will have charge of pattern sales. C. W. COUSENS succeeds Mr. Lines in his former position.

The Phenolic Products Company of Rockford, Illinois, has placed its advertising account with George J. Kirkgasser & Company, Chicago advertising agency. Newspapers and magazines will be used.



*Skip, successor to ink, makes all pens write better, and the Lifetime pen write best.*



Identify the Lifetime pen by this white dot

## The Universal! Sheaffer's new folding desk set—for executives

Freed forever from the delay of dipping uncertain pens in messy inkpots is today's shrewd executive. No more such costly waste! In Sheaffer's Universal desk fountain-pen set he finds pens ever ready to perform. And only in Sheaffer's will he find the universal ratchet-lock, which permits the pens to fold flat for the desk drawer or stand fixed at the orderly writing angle, Lifetime<sup>®</sup> pens, *guaranteed unconditionally for a lifetime*, and a wide range of beautiful designs. Lifetime pen costs more, is worth more, because it is in the hand of the user more days and in the repair shop less than any other pen. These are outstanding points that have made Sheaffer's, the original desk fountain-pen, the choice of the American executive.

*Lifetime Desk Fountain-pen Sets for home and office, \$10 to \$100. Others as low as \$5*

*Regular Lifetime pen, \$8.75. Others lower.*

*At better dealers everywhere*

# SHEAFFER'S

PENS • PENCILS • SKIP

W. A. SHEAFFER PEN COMPANY • FORT MADISON, IOWA, U. S. A.  
New York • Chicago • San Francisco  
W. A. Sheaffer Pen Co. of Canada, Ltd. • Toronto, Ont.—60-62 Front St., W.  
Wellington, N. Z. • Sydney, Australia • London—199 Regent St.

©Reg. U. S. Pat. Off.



Blue Label Leads 15 cents

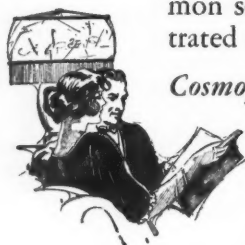


## Every Essential Requirement

It is not enough just to reach large numbers of people with your sales message—although numbers are important. (Cosmopolitan reaches more than a million and a half families monthly.)

It is not enough to select just the best families out of the 26,000,000 in the United States—although that too is desirable. (Cosmopolitan selects a great group of worth-while families whose tastes demand the better things, who place quality above price, leaders in their communities who influence what their neighbors buy.)

It is not enough to direct your advertising message with bullet-like precision into the most worth-while markets—although that is a matter of common sense economy. (A full 90% of Cosmopolitan's families are concentrated in the important marketing centers.)



*Cosmopolitan meets all these requirements—and more.*

It will carry your advertising message into large numbers of worth-while homes in the marketing centers *under the most favorable conditions.*

In the pages of their favorite magazine, filled with the stories of the world's best writers; so good, it must be read; so much, that it is bound to be read again and again; such a wide variety it is sure to attract every reading member of the family.

Cosmopolitan is thus seen to meet every requisite of a primary advertising medium for quality products.



*Let a Cosmopolitan representative give you further facts.*

### Advertising Offices

326 West Madison Street  
CHICAGO, ILLINOIS

General Motors Building  
DETROIT, MICHIGAN

119 West 40th Street  
NEW YORK CITY

5 Winthrop Square  
BOSTON, MASS.

625 Market Street  
SAN FRANCISCO, CAL.



# Sales Management

A DARTNELL  PUBLICATION

VOLUME TWELVE

CHICAGO, MAY 28, 1927

NUMBER ELEVEN

## We Found a Sales Plan For Every Dealer

FOR years there has been floating about in the clothing industry a more or less nebulous idea which had in it the germ for a really constructive merchandising plan. That idea was the inherent virtue and workability of suggestive selling—a few retail clerks had discovered that when a man bought a new shirt, he probably could be sold a new tie to go with it. But it was not until the Fall months of last year that we actually laid hold of this idea, organized it into a concrete plan, and began aggressively to promote it, advertise it, and use it to its fullest advantage as a selling force.

### An Old Idea and a New Plan

I REFER to what has become known as the "Ensemble Idea" for merchandising and selling men's clothing and haberdashery. Before I go into the gratifying returns the plan has already brought to us, perhaps it would be well to define exactly what is meant by "ensemble," and to explain the few simple principles behind our use of it.

Ensembles are blends or combinations of haberdashery, or haberdashery and clothing, which bring out the best points in a wearer's appearance because they harmonize in color and design. They are the result of applying

### *How the Ensemble Method of Merchandising Men's Wear Is Strengthening Relations With the Trade for Wilson Brothers*

By D. H. STEELE

Director of Sales, Wilson Brothers, Chicago

the principles of color harmony to a man's apparel. As such they constitute a style service which we believed retail stores could capitalize to a much greater extent than they had been doing, in sales promotion and display work.

### Combating Price Competition

OUR retail outlets, like retailers in dozens of other lines of business, felt keenly the need for some new plan to combat cheap competition. The ensemble plan introduced by Wilson Brothers last Fall includes a merchandising program designed to take advantage of the advertising display features of the ensemble idea in promoting the style reputation of a store and in adding to its competitive strength against stores who build their business on the price appeal.

The plan consists, therefore, of presenting the ensemble idea in practical and usable form so that it can be adapted by stores of every size and developed by them, not only toward bigger sales

volume, but toward the "styling up" of the entire men's apparel business.

That, then, is the Wilson plan in a nutshell. It is an extremely simple idea, but one that had never been promoted for what it is worth. The enthusiasm with which our plan has been accepted and put into effect by the dealers who have come into a thorough understanding of it, is clear evidence that retailers need all the help manufacturers can give them. It is also evidence that many of them have big potential markets which scarcely have been scratched. Better merchandising will uncover these markets for them, with resulting better business for the entire clothing industry.

### Merchandising a Service

CONSTITUTING as it does, a style service, the ensemble plan is an effective means for helping independent dealers to compete with chain stores and mail order houses. The very principle upon which these other organizations are founded precludes their ability to furnish anything in the nature of a service. A customer who is sold on the ensemble service a retailer can give him never finds that service duplicated by mail. It presupposes personal contact, and it is founded altogether upon quality and style.



*When the Wilson plan was introduced in the Edward M. Meyer store in Cleveland, eight ensembles of men's wear were featured in the company's windows. The advertising plan and the methods used to back the new sales policy through the sales force are described in this article.*

The ensemble idea received its first try-out in Cleveland, at the Edward M. Meyer store, shortly after this store opened last Fall. With our help this concern got behind the idea in a big way, and the success of this preliminary try-out showed that our faith in it was justified.

Our own display man helped to plan the windows for the opening event; six ensemble combinations of clothing and haberdashery were featured. The entire window display was built on the ensemble plan, the retail salesmen were given a special training course, and a complete advertising campaign was used to lead up to, and make the announcement of the new style service.

Six teaser advertisements preceded the formal announcement of the style innovation. In later advertisements in larger space the various ensembles were described, one at a time, under special names chosen for

their relationship to local events or places. "The Shasta Hills" ensemble, for instance, was the name given to one combination; another was advertised as "The Drake" ensemble; a third was "The Euclid." This plan helped to lend an air of distinction to the goods thus advertised, and to crystallize more perfectly the ensemble idea for the public to whom it was being introduced.

We have made every effort to develop the ensemble idea as a

style service and general selling policy rather than as a special stunt or temporary feature. We want dealers to understand that it cannot be successfully handled as a stunt, because much of its effectiveness depends upon the thoroughness of the training the salesmen have in putting it over, and in the planning of lines so as to make the creation of ensembles practicable.

Furthermore, if it is tried out consistently, it results in the awakening of interest in the style service of the store, and if it is forgotten, the customer either regards it as a flash in the pan or shifts his patronage to some other store that handles the idea as a permanent sales policy.

Every new idea, I suppose, meets with a certain amount of resistance to begin on, and ours was no exception. Many merchants shied from it because they either had a false understanding of it, or they were inclined to look for a great many difficulties which did not exist.

It was our experience, during our first six months' work with the plan, that the more aggressive retailers in each community, were quick to recognize the advantages

*(Continued on page 1052)*



*A typical ensemble window. This is one of the groups in the windows pictured above. It embodies the ensemble idea in that the articles of clothing which make it up are all chosen with a definite color and style scheme in mind. The combination was sold at sixty-four dollars.*



# Why Curtiss Played the Favorite Against the Field

**A**BOUT nine years ago Otto Y. Schnering, president and founder of the Curtiss Candy Company, of Chicago, decided to discontinue the production of bulk candy, which loses its identity by the time it reaches the consumer, and to concentrate on manufacturing candy bars, which could be wrapped individually and marketed under brand names. Of the hundred or so different candy bars introduced by the company since that time, one has been a phenomenal success, a dozen have proved conspicuously profitable, and the remaining eighty-five or ninety have passed quietly out of existence.

In many lines of business, a single winner out of every eight or ten new products perfected and placed on the market might seem a discouraging result, but in the candy business that percentage is remarkably high. Especially is this true when one of the dozen successful ventures grows into such a tremendous seller as the Baby Ruth bar, alone accounting for some 80 per cent of the company's total production.

*Although Baby Ruth Is One in a Line of Twelve Candy Bars, It Commands 95 Per Cent of the Appropriation for Advertising*

By JOHN L. SCOTT

As a matter of fact, one day's output of Baby Ruth frequently is as high as 80,000 boxes, or, with twenty-four bars to a box, about 2,000,000 bars. But instead of basing the sales quota on production capacity, as is done in most instances, here the product is manufactured only in response to orders. At the present time, sales are two weeks ahead of production.

In spite of Baby Ruth's present popularity, however, when it was first introduced six years ago it appeared no different from the dozens of other bars developed by the company. It was brought out in the same way, its arrival was heralded by no extra advertising, no more sales effort was put behind it, and no one particularly expected it to make any greater stir than had any of the rest.

Yet inside of two weeks it became apparent that Baby Ruth

had something the others lacked. What that intangible something was could not be determined at first. Even now, the only satisfactory explanation seems to be that the ingredients of Baby Ruth are so blended

as to make some special appeal to people's natural tastes. But in the beginning, for no apparent reason, it "took" in a manner none of the others had even approached. The number of immediate reorders from jobbers and dealers, practically all of whom had taken on the new item originally as "just another candy bar," convinced Mr. Schnering that this was no ordinary piece of candy. Baby Ruth seemed to contain the elements of permanence; then it was a matter only of advertising and merchandising it properly.

Having thus discovered an outstanding leader among his assortment of candy bars, he faced two alternatives in formulating a policy for taking advantage of the public's known partiality to the new candy bar. One was to center his entire sales, advertising and production resources on the



*The Curtiss Company a few years ago shipped the largest volume of candy bars in less-than-carload-lots. Later it became the biggest shipper of carload lots. Now it uses solid trainloads. In a sixty-day period thirty-two trainloads of Baby Ruth bars moved out of Chicago. These facts explain why a fleet of large trucks ply continuously between the Curtiss plants and the freight stations.*

task of popularizing Baby Ruth in a big way, paying little special attention to the remaining products in the line. The other was to avoid the dangers sometimes attendant upon putting all one's eggs in a single basket by continuing to push sales of six or eight other bars at the same time.

Unhesitatingly, Mr. Schnering chose the former course. Plans were laid at once to market Baby Ruth aggressively as the one candy bar out of a hundred. Production on the other bars in the line went forward as before, but they were considered of secondary importance. It was decided to place by far the greater emphasis in both sales and advertising on Baby Ruth.

#### Advertising One Product

**T**HE soundness of that decision has been borne out by results. Today eleven bars represent only 20 per cent of the company's total business. Baby Ruth being responsible for the other 80 per cent. These eleven secondary bars are advertised some, it is true, but usually only as "other Curtiss products." Baby Ruth commands 95 per cent of the total advertising appropriation; it occupies the spotlight, the rest of the "cast" playing supporting roles.

Incidentally, contrary to the general supposition, Baby Ruth was not named in honor of the celebrated home run king. Since, as has been explained, there was not the slightest expectation that it ever would rise to its present eminence, no particular pains were taken about choosing a name for it. The first child ever born in the White House was "Baby Ruth" Cleveland, daughter of President Grover Cleveland, and it was for her, rather than for the baseball player, that the bar was named.

Mr. Schnering, as a matter of policy, opposes the practice of giving a product the name of some national figure. If his candy bar had been linked with the name of "Babe" Ruth, any discredit cast upon that gentleman would be reflected upon the good will of the company. Not that such a thing actually has

happened, although it has seemed imminent once or twice, but there is always that possibility. An element of uncertainty about the popularity of almost any well-known personage makes it inadvisable, declares Mr. Schnering, to have him identified with a piece of merchandise.

The plan of pushing Baby Ruth definitely into the foreground, even at the expense of some of the less important bars, if necessary, explains why it is the acknowledged leader among the articles produced by the Curtiss Candy Company. But it does not explain why sales of Baby Ruth have eclipsed those of other individual competitive bars which likewise have risen to high sales records.

The explanation can be found, however, in the extra steps in advertising characteristic of Baby Ruth campaigns.

#### Spectacular Advertising Methods

**A**LMOST everyone is acquainted with the newspaper, magazine, poster and car card advertising featuring this candy bar all over the country. This advertising is forceful and widely distributed, and naturally, it is an effective aid to sales, but it includes nothing other candy bar campaigns do not duplicate. Baby Ruth's success can be attributed to advertising of this character, but its leadership has been brought about by vastly more spectacular and concentrated forms of advertising.

Whenever real news breaks anywhere within the Curtiss organization, the advertising department is vigilant in seeing that it gets full publicity. Recently a trainload of Baby Ruth bars was shipped into Virginia. The Curtiss representative at Richmond, anxious to promote wide interest in the occasion, induced Governor Byrd of that state personally to sign the order in behalf of the jobbers who were to receive the shipment. That, of course, is the sort of news that gets into the newspapers on its own merits, and the offices in Chicago saw to it that they were supplied with all the details, even including photographs.

Between scenes in the shooting of a picture out in Hollywood a short time ago, Harrison Ford, the actor, was seated outside a lion's cage eating a bar of Baby Ruth. A photographer, happening along, took a picture of the lion reaching through the bars of his cage for the candy bar. The actor did not know the picture had been taken until after he had seen the finished print. Thinking that the Curtiss company might be interested in the photograph, his press agent sent it to Chicago, where the advertising department made a feature out of it which was published in newspapers all over the country.

#### Three Big Elephants

**"T**HERE was a time," said Mr. Schnering, "when our business was in its early stages, that we felt the more we left our competitors and the public generally in the dark as to our operations, the better it would be. We were being widely imitated, our sales and advertising plans were copied, and everyone, seemingly, was anxious to know exactly what we were doing. For those reasons, we wanted to be the 'dark horse' of the candy business until we had become firmly established. We shrouded our plans in mystery, and left people uncertain about what we were going to do next.

"Now, however, we believe we have reached a point where such caution is no longer necessary. As a matter of fact, the more constructive publicity we can get the better we will like it.

"In our specialty advertising—the steps we take beyond regular newspaper, magazine and poster advertising—we seek the unusual and sensational. That is why we pay for the upkeep of elephants in three different circuses to wear Baby Ruth banners in the parades. One of these elephants last year was in 126 different performances, and the other two were not far behind that record. Besides advertising our product in the parades, they are good for additional publicity in the newspapers.

*(Continued on page 1073)*



"So I peeled off my coat and vest, collar and tie, rolled my sleeves above my elbows and went to work on that stock of hardware."

## How I Lost the Biggest Order I Ever Had a Chance to Sell

LETTERS I have received from readers of SALES MANAGEMENT ask me to tell actual selling stories. One writer suggests that I should tell, not complicated, highbrow stories, but simple A-B-C stories of selling that will appeal to the young salesman just starting out to lick the world in the art of salesmanship. So, as I smoke my cigar, I lean back in my office chair and dictate, with a smile and a twinkle of the eye, some of these selling experiences.

First of all, let me repeat a story that I have told many times before. This story is good for me to tell because thinking of it always reduces the size of my own hat band! *The largest*

### *The Third Installment of True Sales Stories in Which Mr. Norvell Continues His Fascinating Road Tales*

By SAUNDERS NORVELL

*hardware order that I ever had an opportunity of selling, I lost. It was taken away from me by a comparatively small competitor from a comparatively small town. There is a moral back of this story, so here goes:*

A very rich man in a certain Mississippi town, who had never been in the hardware business, but who had made money in banking and other lines, decided to open a large hardware store. He hired a buyer and sent this buyer to The Simmons Hardware Company

with a letter of introduction. This merchant requested us to give this buyer a job in the house, teach him our lines and keep him busy for a month or six weeks. At the end of that time, he himself would come to St. Louis and they would buy their opening stock of hardware.

This buyer came to St. Louis alone. During the day, we had him go over our various lines with our several heads of departments. Of evenings, as he was a stranger in town, we arranged to entertain him. For about two weeks, every night, we sent somebody out with this buyer. Then, as time passed, he seemed to grow weary of looking over our lines. He was constantly leaving





*"We had a fine day's fishing, and the next night, sure enough, Woody sold Mr. Jones a large car of stoves."*

his instructor, taking a seat at the front door and spending his time smoking, reading the newspapers or jollyng our stenographers. He certainly lacked the power of concentration.

Being talked to about hardware day after day was a monotonous job for him. As time passed, to tell the unadulterated truth, we got tired of entertaining him. It was more and more difficult to find volunteers who would take him out for an evening. In other words, as the days turned into weeks, he became almost a fixture at our front door. We ceased to look upon him as a guest. However, he seemed to be cheerful and at the end of the month, it just developed that he was hardly paying any attention whatever to the hardware business and we were hardly paying any attention whatever to him!

One fine day, this leading merchant from this Mississippi city dropped in to see us. He was not a bit enthusiastic. We did our best to make his visit agreeable, but he seemed to be in a great hurry. For several days, he would drop in with his buyer at odd times and when we attempted to get him down to business, his mind seemed to wander.

Then one day, he came in and informed us that after giving the matter very careful consideration, he had decided to buy his opening stock of hardware, not from us, but from The Gray & Dudley Company of Nashville, Tennessee. We did not even know they were in the picture. We had never heard of them as competitors. We of course tried to talk him into giving us a hearing on his stock but no, he had fully made up his mind; the matter was settled; he

was leaving St. Louis that night for Nashville. He did leave, taking his buyer with him; and he bought \$100,000 worth of hardware and sporting goods from The Gray & Dudley Company. This is probably the largest stock of hardware, not a jobbing stock, that was ever sold by a hardware jobbing house in the United States at one time—and we lost the order.

Now, why did we lose this order? It was not until afterward that we got a glimmering of the true facts. It seems that as our enthusiasm in entertaining this buyer started to wear out, he lost his feeling of friendship for us! He thought a buyer who was about to purchase such a large order should have been given more attention. So, when his principal arrived in St. Louis from Mississippi, he did not give him a very good account of us as a source from which to draw his supplies.

#### Orchids and Bon Bons

It also happened that when the head man came, he brought with him not only his wife but the buyer's wife as well. It seems that they were all related. We did not know anything about these wives. We did not inquire. When six o'clock came, we went home, but just about this time, Mr. Houston Dudley, of The Gray & Dudley Company, one of the best salesmen the South has ever produced, appeared on the scene. He stopped at the same hotel with this merchant, the buyer and their wives. He was fresh on the job. He was not worn out entertaining. He took them out evening after evening. He sent flowers and candies to the ladies.

To make a long story short, he made such a favorable impression upon this merchant, his buyer and their wives, that they all unanimously decided that the proper thing to do was to go to Nashville and buy this enormous stock of hardware from Mr. Houston Dudley. He took them to Nashville and sold the bill at his own prices, without any price competition whatever!

Naturally, all of us at The Simmons Hardware Company felt

pretty sore over this experience. There are several morals to be drawn from this story. The first is that the last salesman on the ground, being fresh and full of energy and not having had an opportunity to make any mistakes, stands just as good, and perhaps a better, chance of taking the business, than the man who has been camping with the prospect.

The next is that when there is business in sight and when it is evident, as in this case, that it will be a long pull of entertaining, it is better to go slowly with the entertaining in the beginning and make the work of developing good will a cumulative affair—in other words, the good-will work should increase at the finish instead of diminish. This you will of course admit is very difficult. Nothing in the world is more tiresome than a long run of entertaining. Even the most charming guests sometimes wear out their welcome. Poor Richard, in his "Almanac," said that "Fish and visitors smell in three days," and this guest of ours, the prospective buyer, was with us more than thirty days!

#### The Order That Took Wing

Then, we did not take the time and trouble to find out about the ladies at the hotel. We did not even know they were there. Of course, if we had heard of them, we had had enough experience as salesmen to know that our work was cut out for us. Whenever ladies appear in the selling picture, the wise salesman never

forgets the bon-bons, the orchids and the theater tickets.

There is still another angle, viz.: when a salesman is in his home town after he has worked hard all day, he does like to go home. On the other hand, when a salesman comes from a far city, when he is not at home, he is not worried about domestic calls. Well, draw your own conclusions. The plain facts are that we lost this order.

#### The Buyer's Holiday

Now, let me tell about the sale of another new stock in which the conditions were reversed. Mr. Simmons called me into his office and showed me a telegram from our salesman in Montana, stating that a dealer had left Boulder, Montana, for Chicago, with the object of buying a complete and very large stock of hardware from a Chicago jobber. Mr. Simmons said to me, "You seem to be a pretty good hand at selling new stocks. Would you like to try your hand on this one?"

"What do you know about this dealer?" I inquired.

"We know nothing," was the answer.

"Where is he stopping in Chicago?" I asked. No one knew. All we knew was his name and the fact that he was in Chicago and was about to buy this stock.

I arrived in Chicago on an early morning train and before breakfast looked up and visited the office of a paper that reported arrivals in the Chicago hotels. It was called *The Chicago Hotel*

*Reporter.* I found the office open, went back over their files and learned that this merchant had registered several days before at the old Tremont House. I had my grip with me; I had not yet registered at any hotel. I took a cab, drove to the Tremont and registered.



Then, I sent up my card to this merchant. He came downstairs. It was now about eight o'clock in the morning. After a little chat, he asked if I had had breakfast. He said he had his wife with him and he would be glad to have me join them at breakfast. Naturally I accepted the invitation with alacrity. At breakfast, I learned that they also had a baby and that the baby was being taken care of by a nurse supplied by the hotel.

Now, you see, in Chicago I had no home. I had nothing to do but enjoy myself with this merchant, his wife and the baby. The St. Louis situation was just reversed. The Chicago jobbers worked hard with this merchant during the day. They put forth all their advantages. However, I had him every

"Send me a \$5,000 assortment of hardware," the merchant called from his perch on the roof of the new building. "But don't you dare to get out of that buggy, or I'll cancel the order."





night and, I regret to say in some instances, all night. I think he must have been a member of the Lion Tamers' Club because he seemed to prefer the night to the day. We seldom rose until noon.

Finally, one day, he asked why I was putting in so much time in Chicago, if I was on a vacation. I then confessed to him the gentle fact that I had come to Chicago to sell him his new stock! This idea seemed to amuse him very much indeed, but that night at dinner, *I had a long and serious chat with his wife.* She said she had no objections to visiting St. Louis, but what would she do with the baby? She had no nurse. "Now, you just leave that to me," I said. "When we land in St. Louis, I will have a nurse at the station waiting for us."

#### Taking Care of the Baby

**F**INALLY, we persuaded her husband to come to St. Louis and buy the new stock. He was worn out with the Chicago hardware salesmen. You see, they were entirely too aggressive, only about selling, and they all went home at six o'clock! We decided to leave for St. Louis on a midnight train, arriving early in the morning. You can imagine Mr. Simmons' surprise when he received the following telegram from me, "Meet me at the Wabash train tomorrow morning, seven-thirty with nurse for baby."

Well, we arrived and while Mr. Simmons was not there in person, one of the officers of the company was there to meet us and he had a nurse, too! The baby was turned over to the nurse, we went to the Southern Hotel, where rooms had been engaged, and I sold this man a \$10,000 new stock of hardware.

I really think that the moral of these two stories is that a salesman should not have a home or any wife or any children, at least, when he is devoting his time and attention to the problem of selling a new stock of hardware. But after all, it is my opinion that that baby and the nurse sold the new stock order for me. The baby was a boy. This incident happened some twenty-five years ago. I

wonder whether this boy ever went into the hardware business and whether he is conducting a hardware store somewhere in Montana. If he is, I would be glad to hear from him.

\* \* \*

Here is another story of the sale of a stock of hardware: I was traveling in Kansas. I received a letter from my house stating that a certain merchant wished to buy a new stock at a new town on the Missouri Pacific Railroad, just south of Wakeeny. The railroad was not yet running to this town, but was due there in a few weeks. The town was being rapidly built, in anticipation of the arrival of the railroad. This merchant gave, as his reference, the bank in Wakeeny. I took the train from Salina to Wakeeny, called on this bank, found the merchant had a very liberal balance, and then started out to drive due south to the new town. I ate lunch in a sod hotel en route and arrived in the early afternoon.

#### An Order on the Fly

**A**S I DROVE up the main street of the town, buildings were being erected everywhere. The air was full of the sound of hammers and saws. Glancing around, I saw a building with a straight up-and-down front that looked as though it might be intended for hardware. A man was on the roof of this building, shingling. I drove up alongside and asked if he could tell me where I could find Mr. Smith.

"That's my name," said he.

"Well," I answered, "I represent The Simmons Hardware Company. I came here in reply to your letter to the house."

"How long have you sold hardware in this territory?" he inquired.

"About three years," I replied.

"All right," he said. "*Don't get out of that buggy*, but turn right around, drive back to Wakeeny and send me a \$5,000 assortment of hardware. Now, if you treat me right, I will become a regular customer, but if you don't I will quit you cold."

"But," I said, "what is the matter with my getting out and talking things over with you?"

"No, sir!" he replied. "I am too busy on this building. During daylight I work outside and at night I work inside. I have no time to talk hardware with you and *if you get out of that buggy*, you can cancel that order."

It seemed a queer tale to me, but I turned around and drove back to Wakeeny. I wrote up the order and it was paid for promptly. Two months later, I visited this town again. My friend, Mr. Smith, was doing a splendid hardware business. Then I inquired of him why he would not allow me to get out of the buggy when he gave me that *carte blanche* order for hardware.

#### The Retailers' Strategy

**"W**ELL," said Mr. Smith with a smile, "you must have thought I was a fool, but I knew very well that *if you ever got out of that buggy*, you would sell two or three other stocks of hardware in this town. There are two or three other dealers here who are just waiting for a hardware man to arrive and it was worth more to me to have my stock of hardware get here ahead of theirs than it was to sit down with you and pick out each item of that hardware stock. I took a chance on your honesty and ability to send me what I needed."

This merchant, I am happy to say, became an excellent customer. It is interesting to state that he made a practice of buying new stocks for new towns. He would buy a stock and when the railroad arrived and business was booming, he would sell out with a good, big lump for good will. Then he would buy another new stock for another town. Afterward, when there was a boom in Oklahoma, he went there. I sold this one merchant eight new stocks of hardware. He made a small fortune and when he died, left his family very well off.

\* \* \*

Speaking of Kansas, I must tell another hardware story. In those days, in western Kansas, one of the principal out-door sports was county seat fighting. Two towns

(Continued on page 1063)





A pad of detachable cards furnished every Acme paint dealer made it easy for him to record customer's names and addresses immediately after they had shown an interest in painting.

## How We Took the Deadwood Out of Our Direct Mail Sales Work

**R**EDUCING our annual expenditure for direct-mail advertising 33 1/3 per cent and still increasing the quality and appearance and results of the material we send out, might seem to be almost an impossibility, but still we did it.

Like so many other concerns, we use direct-mail advertising extensively to back up our national publicity and move goods from the dealers' shelves, and, like other concerns, our expense was getting larger every year, but our appropriation did not increase at the same rate.

Every year we would send out a letter to our salesmen saying that "this year we want A-1 prospects, etc., etc.," but each year we would get back our quota of telephone books, city directories, and patent medicine lists.

A dealer who by his purchases would be entitled only to 100 names (because the cost had to be

### *A Plan For Getting Names of Live Prospects Instead of Just Mailing Lists Made Direct Mail Pay*

By A. J. REISS

*Acme White Lead and Color Works, Detroit, Michigan*

considered) might send in a thousand, and there we were up against the problem of cutting down the list and displeasing the dealer, or if we took care of the thousand names, the expense would be out of all proportion to the results that could be obtained.

#### **A Selected Selling Service**

One would think that the more names promoted the greater the results, but here again we found through experience that the type of small dealer who sent in the big list usually included trading areas which he never could cultivate in a thousand years.

Furthermore, we had to keep cutting the cost of our mailing

feature because the postage remained the same and the addressing and other labor was the same on a thousand or a million.

The upshot was that two years ago we abandoned the general mailing list proposition altogether in favor of what we call our Selected Selling Service.

In studying this proposition we felt we must be sending our valuable mailing matter to many folks who never used paint and folks who might not be in a position to paint, even if they wanted to.

So we thought, why not work out a scheme whereby our dealers can send us names of people who can and should paint and why not make our service embrace our whole line and not merely one line?

The resulting plan was announced with the following message:

### Announcing a New Sales Increasing Plan for Acme Quality Agents

A customer is in the store and mentions that he is thinking about painting the outside of his home, but he has not yet decided when he is going to do the work or what kind of paint he is going to use.

After you give him all of the information he needs and he leaves your store, you probably make a mental note to keep in touch with him but, being a busy man, you do not find time to do so, or else it slips your mind.

We have made it easy for you to follow up all of your paint prospects by means of our new Acme Quality Paint and Varnish Selected Selling Service, which does the work automatically for you, at no expense to you.

#### How the Plan Works

**B**RIEFLY, our Selected Selling Service Plan provides the connecting link that keeps you in touch with the prospect after he shows interest in paint and follows him up closely until you secure his order.

Here is the way the plan works. One of your customers, Mr. Sturgeon, says he is going to refinish his house, but you cannot sell him the first time he mentions it.

You, therefore, send us, on a special postcard blank which we provide, Mr. Sturgeon's name and street address and, immediately upon receipt of this postcard, we write Mr. Sturgeon two letters, ten days apart, telling him about Acme quality house paint and why he should paint now.

The letters we write to Mr. Sturgeon are not circulars, but are individual typed letters, signed with your name, and mailed to Mr. Sturgeon under first class postage, making them personal messages from you.

Notice that we state they are signed with your name. This is a valuable feature for you because your name on the letters carries a lot of weight with Mr. Sturgeon and shows him that you are on the job and are working hard to get his business.

In each letter that is mailed we enclose a small envelope full

of house paint color chips, which will enable Mr. Sturgeon to pick out the shade of house paint he wants to use on his home. On the back of each color chip there is printed the number of the shade and suggestions for suitable trimming colors to go with the body color.

Of course, this service is not limited to outside house paint, but the complete plan embraces a series of letters on finishing every surface in or about the home.

#### A Series of Letters

**O**N THE pages of this Sales Accelerator you will find reproductions of some of the letters used in this Selling Service. These letterheads are all printed in twelve colors to bring out every detail of the beautiful illustrations used and the letters are real sales messages, written to get attention and to induce buying action. Our representative will show you actual samples of the letters on his next visit.

As mentioned before, your name is signed to every letter written, making it a personal message from you to your customer.

The complete series of letters is as follows:

- (a) New Home. One specific letter on new home painting to be followed at five-day intervals with one letter each from series B, D, E and F.
- (b) Exterior House Painting. Two letters. Color chips on Acme Quality House Paint and Acme Quality Veranda Floor Paint enclosed in first letter and folder, "Transformation of Your Home," enclosed in second letter.
- (c) Barns, Implements and Tractors. One letter. Color chips on Acme Quality Barn Red and Acme Quality Wagon and Implement Paint enclosed with letter.
- (d) Interior Walls and Ceilings. Two letters. Color chips on Acme Quality No-Lustre Finish and Acme Quality Interior Gloss Finish enclosed in first letter.

Folder, "Restfulness in Walls and Ceilings," enclosed in second letter.

- (e) Interior Floors. Two letters. Color chips on Acme Quality Floor Paint (Granite) and Acme Quality Varno-Lac enclosed in first letter. Folder, "Beautified Floors," enclosed in second letter.
- (f) Interior Woodwork. Two letters. Color chips on Acme Quality Varno-Lac, Acme Quality Duronamel and Acme Quality Enamel-Kote enclosed in first letter. Folder, "Glorified Furniture and Woodwork," enclosed in second letter.
- (g) Furniture. Two letters. Color chips on Acme Quality Enamel-Kote and Acme Quality Varno-Lac enclosed in first letter and folder, "Glorified Furniture and Woodwork," enclosed in second letter.

#### Building a Mailing List

**A** PROSPECT may be written on as many of the above subjects as is desired.

A book of twenty-five postcards has been provided on which you are to report the names of prospects to us and a tissue copy has been put behind each postcard, so you will have a carbon copy of every name reported for follow-up purposes. Instructions are given on the cover of each postcard order book covering complete details in handling this Acme Quality Paint and Varnish Selected Selling Service Promotion Plan.

Make use of this wonderful service every day and the more names you send in the larger will be your paint business and your profits.

\* \* \* \*

A pad of these cards is sent to every agent. The instructions on the inside cover read:

Every time you talk to a prospect about paint for any surface in or about the home, write his name and street address on one of the cards in this book and mail it to us.

Upon receipt of the card, we will send each prospect special illustrated letters  
(Continued on page 1070)

# Why I Can Do My "Office Work" In Six Days a Month

**B**EFORE I say anything about the forms and records that help me to keep my desk clear and enable me to spend most of my time in the field with my men, I want to deny in advance the accusation that I am a "system" hound. I do not believe all the records in the world will take the place of good judgment and common sense. Nor do I believe that a sales department can be made to function automatically, no matter how good its records are, or how carefully they are kept.

System, official routine, records,

*Leaving Me Three Weeks a Month to Travel and Work With My Salesmen and to Keep in Close Touch With Trade*

By PAUL R. BISHOP

Sales Manager, Kimlark Rug Company, Neenah, Wisconsin

designed by an expert; some of them may seem a trifle crude to look at, but they serve the purpose.

Because it is the first thing a salesman sees when he makes application for a position on our sales force, I will describe our records used in employing new men first. When we receive an application from a prospective

birthplace of his father, nationality, whether married or single, how many children he has, his height, weight, complexion, his physical condition in detail, his financial condition, whether or not he has been

bonded, amount of his life insurance, where and for whom he has worked, what lines he has sold, what type of trade he has been visiting, his education (in detail), how he plays, and all the details of his past business and selling experience.

For example, he must tell us what territories he has covered, as well as what territories with which he is familiar. In addition to this we demand at least four references, other than the firms for which he has worked. His past experience must be given in detail, so that there are no "skips" in his employment record.

When we receive this blank we use a standard form for in-

*A series of simple forms and records enables this sales manager to escape from slavery to his desk, and still provides an accurate and up-to-date knowledge of conditions among salesmen and in the territories.*

The image shows three overlapping forms. The top form is titled 'Application for Sales Position' and contains fields for personal information, education, and experience. The middle form is titled 'Standard Reference Form' and contains a list of questions for references. The bottom form is titled 'Financial Report' and contains fields for financial information.

chart and forms will not provide initiative. On the contrary, too many records, too much system, too many reports, will stifle initiative and kill the enthusiasm of the best sales organization ever put together. That is why my records are all simple, why my sales reports are easy to make out. Some of our reports and records may not look as if they were

salesman, we send him a four-page standard application blank. This blank is designed to get all the information we need. Until it is properly filled out we will not consider hiring any man, no matter how good he is reputed to be.

When it is filled out and returned to us I know his full name, age, permanent address,

investigating references. We do not write a general letter asking his past employers to tell us whether or not he "will make a good man for us." On the contrary, we have

The image shows a 'Financial Report' form. It contains fields for Name, Address, Capital Stock, Estimated Value, and other financial details. It also has a section for 'Names of Officers' and 'Property Owners'.



seventeen specific questions which, when answered, give us a fairly good record of the man's ability, training and experience.

If we decide to hire him we send him a simple agreement form, setting forth in simple language the terms of his compensation arrangement, stating when and how his commissions will be paid, and outlining his territory.

Our salesman is now ready for instruction. In a sales portfolio which we have built from a thorough investigation and experience in what is needed to sell a prospect our line, we have simplified our selling process to the point where a man only has to go through this sales presentation, page by page, with a customer, to make a sale. Our complete proposition to dealers, our advertising and sales plans, and all the necessary selling helps are included in this portfolio or sales presentation. When a salesman knows this presentation he is ready to begin selling.

#### Salesmen's Reports

**T**HE first report a salesman must send in when he begins work is a route sheet. We do not send the weekly commission checks unless we have a route on file. This ruling is necessary because we write all prospects before the visit of our salesmen, and without the route sheets we cannot write these letters. Because we have found them to be an important help to salesmen, we insure ourselves getting a list of towns the salesman is to visit by not sending commission checks unless the salesman is prompt and regular in sending in his route sheets. Each route sheet shows where the salesman will be for fourteen days.

The next report our salesmen send in is the daily report. We have a daily report far larger than the average. It is nine and one-half by sixteen inches. We made it large so it would be easy to fill out. If a salesman hates anything worse than one of the ordinary small daily reports which require an expert in penmanship to fill out, I don't know what it is. So ours is large enough to enable him to write in a natural, easy hand,

without running off on the margins.

On this report we ask a salesman to list the name of each dealer visited, the name of the rug buyer and the amount of our merchandise sold. In addition to this information he must tell what other competitive products each dealer sells. At the bottom of the report there is a space for the total sales for the day, and a total for the month up to that day; also there is a space for the day's expenses and the month's total to date.

There is ample space for remarks and special information to guide us in writing special letters to the various dealers visited.

When making the first sale to a dealer we ask each salesman to fill out a special credit report in case the dealer is not rated. This report is similar to many others, although we do ask a salesman to be a little more specific in making our credit reports than most concerns do. Not only do we ask for certain financial information, but we ask the salesman to tell us from whom he obtained the information.

#### The Pulse of Business

**T**HE salesman's daily reports are checked against our customer's ledgers, as we do not pay commissions on mail orders and show room orders unless the salesman reports having called on them. From the daily report we make up two lists on cards: one, a list of customers sold by each salesman, the other a list of prospects called on but not sold. In this way we have another means of influencing the salesman to make daily reports promptly, because if he doesn't report all calls, the names go on the list which shows that we do not pay commissions on mail or show room orders to the salesman in the territory.

From the lists of buyers sent in daily by the salesmen we check our addressograph files, which are also divided into two lists—prospects and customers.

The next form in our system is a large sheet to which the following information is posted daily

from each salesman's reports: number of calls; Saturday orders; number of orders each day. From this sheet I can tell at a glance the exact status of every salesman's work any day in the month.

Every day I get a report, which is made up by one of the young ladies in the office, from the salesman's reports. This report shows the total amount of each salesman's orders, mail orders, the total of all orders which are held up for credit approval, and the total of hold-ups which have been approved for shipment that day. This same report also shows the net amount of the day's orders and the same information for the same day a year previous.

Recapitulated on this form is the total of the day's orders, the total orders for the month, and the total for the year to date, with the shipments for the same periods, the balance in unfilled orders, and the total new accounts. The most important part of this report is wired to me in code daily when I am away from the office. In a personal record book of my own I post this information in chart form daily, so that I know constantly just how the business compares with business a year ago.

#### Some Helpful Analyses

**A**NOTHER form which is useful in keeping my finger on the pulse of the business without having to do a great deal of routine work is a sheet we call the "monthly comparative analysis of salesman's accomplishments."

There is a sheet for every month, with a space for every salesman; this report shows me the percent of the monthly and yearly quota each salesman has made; it also shows the cost per order, cost per call, cost per day worked, cost per month, number of days worked, orders taken, calls made, average calls per day, average calls per order, number of days orders were taken, Saturday orders, and the monthly rank of each salesman.

From a glance at this report at any time I can tell what is wrong

(Continued on page 1077)

# If Advertising Doesn't Do Its Own House Cleaning—Then What?

**B**EFORE you close your mind finally and conclusively to the suggestion of an Audit Bureau, or Board of Review, to deal with misrepresentation in advertising (embarrassing and unpleasant as the proposal unquestionably is), it would be as well to weigh the alternatives rather carefully. Especially this alternative: as to whether it will be more embarrassing and unpleasant to the advertising fraternity to set up its own system of censorship, under its own direction and control, or to have a system of censorship imposed upon it by governmental authority.

Is it preferable to attend to our own house-cleaning, or to let the noisome mess accumulate until we are cleaned up perforce by virtue of federal bureaucracy?

Will we submit of our own volition to confusion and inconvenience, or must we wait for the Federal Trade Commission, the newly fledged administration of the Bureau of Chemistry, or some other engine of politics as yet unborn, to turn the hose into the second-story windows? Are we going to take our dose of castor oil and at least pretend that we like it, or shall we go on inviting our benevolent uncle in Washington to hold our nose for us and pour down the contents of the bottle?

Now if it pleases you (and whether it pleases you or not), there is nothing academic about that alternative at all. It is extremely practical, and rather more

## *A Review of the Various Forces at Work to Bring About Government Censorship of Advertising*

By ROY W. JOHNSON  
*Eastern Editor, Sales Management Magazine*

**I**N A recent issue Mr. Johnson suggested that a bureau be formed which could bring pressure to bear on advertisers whose copy consists of misleading, exaggerated or untruthful claims. His suggestion was that the organization be made up of the same factors that constitute the Audit Bureau of Circulations.

Although he fully realizes that such a step is a drastic one, and that many leading sales executives, publishers and advertising men do not think such a step is necessary, he points out, in this article, what may happen if this or an equally powerful force isn't set in motion to eliminate the type of advertising that is objectionable to the Federal Trade Commission and other powerful interests.

On another page of this issue will be found the comments of a number of well known advertising men concerning Mr. Johnson's original suggestion which appeared in the April 16 issue.

pressing than is altogether comfortable. It isn't a question either, of passing any new laws, or of setting up any new machinery. The machinery already exists, as well as the authority to use it. What the government can do to advertising if it chooses, without adding so much as a semi-colon to the laws now on the statute books, is enough to give pause to the most ardent disciple of the late Mr. Barnum.

### **The Commission's Inquiries**

The Federal Trade Commission, for example, has been and is now functioning directly and indirectly as a board of censorship over advertising to an extent that is scarcely realized, and the

Commission has all the authority it needs to extend the function indefinitely. In SALES MANAGEMENT for January 23, 1926, Gilbert H. Montague, of the New York bar, summarized the

work of the Commission along these lines up to that time, presenting a record of some 500 cases involving advertising misrepresentation. Among them were cases involving misrepresentations as to corporate names and trademarks; origin and manufacture; condition of the goods; quality or effectiveness; weights; values; and so following.

"For the reason that the great majority of these cases," said Mr. Montague, "involve the elements of fraud and false pretense, and are so obviously violations of business ethics, there have been compara-

tively few appeals to the courts.

"In such appeals as have been taken, however, that Commission's interpretation has been so consistently upheld that there is scarcely any doubt as to the legality of the practices in question. We are dealing here, not with practices that fall largely or partly into the twilight zone, but with practices that are clearly unlawful."

What is of particular interest right now, however, is the extreme to which the Commission may go in the same direction, under its blanket authority to prevent "unfair methods of competition" in interstate commerce. If the circulation of lying advertisements is not an "unfair



method of competition," it would be interesting to inquire what is, in the interests of science. And all that is needed, as a matter of fact, to bring some of our most eminent purveyors of bunk within the radius of a Formal Complaint is for the Commission itself to conclude that such a proceeding would be "in the interest of the public." All that protects the fraudulent advertiser from the Commission's tender mercies right now is the Commission's belief that there are other evils of relatively greater importance, from the standpoint of public interest.

### Warning Signals

**H**OW long that opinion will hold is something of a question, in view of the steadily increasing volume of fakery, and the rising chorus of indignation against it. Whatever else the Trade Commission may be, it is composed of human beings who do not live in a vacuum, and it is sufficiently well known that the Commission's attitude toward organized advertising is not complacent, to say the least. The recent announcement of a determined drive against "patent medicine fakers" is rather ominous, and there is plenty of other evidence that the temper of the Commission is not to be trifled with much longer. If and when the Commission decides that public exploitation has gone far enough, it has plenty of power and authority to provide all the bureaucratic censorship that anybody has stomach for.

Aside from the possibility (and I think the probability) of action by the Trade Commission, there is a very plain warning to advertisers in the recent separation of the functions of the Bureau of Chemistry, and the establishment of the U. S. Food, Drug and Insecticide Administration, which begins to exercise the police power under the Food and Drugs Act, July 1. This new administration is a direct result of the continual evasion of the law by advertisers of foods, beverages, medicines, toilet preparations, etc., who conform carefully to the statute on labels and packages,

but make all sorts of wild and reckless claims in collateral advertising. According to the view of officialdom, the advertisers in these particular fields have gotten away with it about long enough, and after July 1 there may possibly be somewhat less chatter about vitamins and radio-activity, and fewer attempts to make capital out of fears deliberately planted for the purpose.

The theory is, in short, that the government has the right to go to the manufacturer's advertising in order to ascertain the real meaning that he intends shall be understood by the words or devices on the package, no matter how closely the latter may conform to the letter of the law, and no matter how carefully they may omit any mention of certain claims. Whether you happen to like it or not, this is government censorship of advertising definitely in effect beginning July 1, backed by the not altogether negligible pains and penalties of the Food and Drugs Act. It is also a fairly intelligible illustration of the fact that there are many ways of killing a cat without choking her with cream.

### A Condition, Not a Theory

**A**DVERTISERS, advertising agencies, publishers and all producers of advertising generally, should clearly understand it is a condition and not a theory that must be dealt with. Many of the letters received by Dartnell since the first article in this series was printed—letters of commendation as well as criticism—betray a rather startling failure to grasp anything of the sort. The writers are dealing with advertising in the abstract, as applied to a world that is constituted as it ought to be—the idealized "consuming public" of the standardized advertising text books.

That world, however, if I may be pardoned for saying so bluntly, is entirely a world of make-believe; a pure hypothesis invented for the practical purpose of making certain generalizations intelligible. This standardized "consuming public" does not exist in reality, any more than advertising

in the abstract exists in reality, or the mythical "average man" of statistical research. What the advertising community must face is a definite and concrete situation, that is not responsive to, and is entirely oblivious of, all technical abstractions. With all due respect to my correspondents, the arguments advanced by a good many of them remind me strongly of the lawyer who assured his client that he couldn't possibly be put in jail. The thing was theoretically outrageous and inconceivable; but there he was as a matter of fact, for all that.

### Sweeping Our Own Doorsteps

**G**OVERNMENTAL censorship of advertising may also be demonstrably outrageous and inconceivable—but there it is. Just what the Trade Commission will include within the term "patent medicine fakers," in these days of solemn warnings against everything from colonitis to blackheads, I don't pretend to know. But I am not over-sanguine on the subject, having some slight knowledge of the Commission's general policies.

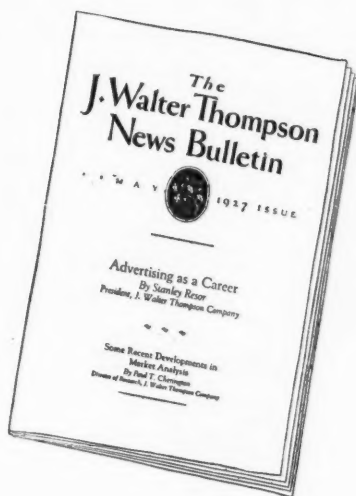
One thing is relatively certain, however; that the ministrations of the Commission will be painful and expensive, without contributing in the slightest degree to the constructive development of advertising, or to the confidence with which it is accepted by the public.

The harsh and brutal truth, I think, is that the time has gone by when the advertising fraternity could decide whether or not to submit to a censorship of advertising. The question that must be answered, and answered soon, is this: Shall we submit to a constructive censorship of our own choosing, or shall we be forced to submit to a purely destructive censorship imposed upon us by authority? Neither alternative is particularly palatable, or very stimulating to a sense of self-esteem. But can there be any shadow of doubt in a sane mind as to which is to be preferred?

As this is written, the forty-first annual meeting of the American

*(Continued on page 1056)*





What can I earn in advertising?

Am I adapted to such work?

How shall I go about getting a start?

What preparatory work do I need to  
qualify for advertising?

## Advertising as a Career

a chapter by STANLEY RESOR written for  
Edw. L. Bernays' new book: "An Outline  
of Careers" and reprinted in the News  
Bulletin for May, 1927

**P**ROBABLY no field of activity commands greater interest among young men today than advertising, yet despite this wide general interest few fields offer so little to guide the beginner.

Out of twenty-five years of experience in advertising Stanley Resor, President of J. Walter Thompson Company, has written this article, which, by permission of Geo. H. Doran Company, is reprinted in the May News Bulletin. His viewpoint is clear and definite, it holds out practical help for all who wish to enter advertising and for many already in the field who may feel their success at present to be less than they should have attained.

In the article Mr. Resor deals with advertising as it exists, its economic purpose, its practical execution. He covers the very definite specialization toward which adver-

tising now tends, and the mental qualities desirable in the man or woman who may seek success in these fields of specialization.

Another article in this issue is:

"Some Recent Developments in Market Analysis," by Paul T. Cherington, Director of Research, J. Walter Thompson Company.

Complimentary copies of this issue of the News Bulletin may be had on request.

---

J. Walter Thompson Company, Dept. H-K,  
420 Lexington Avenue, New York City

Please send me a complimentary copy of  
the J. Walter Thompson News Bulletin for  
May 1927.

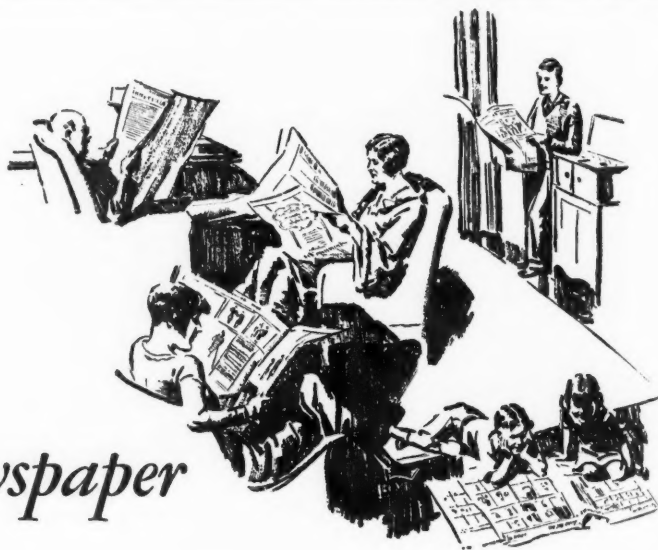
Name

Address

City  State

# SUNDAY

... day of one newspaper



*How to reach homes—how to sell families plus individuals? That is the advertisers' problem. When can they do that?*

**SUNDAY.** The day newspapers actually get into homes. The day they stay there.

The day when most families buy one newspaper. Made to order to meet the reading demands of *all the family*. More readers per copy. Double the reading life.

Sunday. More of the family home. Reading day. Leisure—time to read more advertising.

The day families discuss and settle important purchases. The day for advertising that pulls all through the following week.

In short, the day to advertise. The day to sell families *plus* families' individual members.

But how reach the greatest number?

Secure all Sunday circulation figures. Compare. Decide.

The Sunday New York American offers you a total circulation of 1,120,022. Unrivalled numbers! Unrivalled numbers in all districts of America's richest market!

In Metropolitan New York 772,747—

40 per cent of the total circulation of all four standard Sunday newspapers. The largest Metropolitan circulation of any standard newspaper in America—morning, evening or Sunday.

## *As Regards Quality?*

In Westchester, Suffolk and Nassau\*, the three wealthiest buying counties in America, the Sunday New York American goes into as many homes as the next two standard Sunday newspapers added together.

There is as much quality in the Sunday New York American circulation as in any million—more, proportionately, than in smaller circulations.

But what about the richest portion of America's richest market?

## *Pay Streak—*

### *The Golden Suburbs*

In 50-mile suburban territory alone, 283,807—more than all three other standard Sunday newspapers combined—more than all New York standard weekday morning newspapers combined—more than all New York standard evening newspapers combined.

Unequalled suburban coverage! Grow-

ing suburban coverage! During the past 4 years the Sunday New York American has gained over 2½ times more circulation in 50-mile territory than all three other New York standard Sunday newspapers added together.

Territory highly valuable to every advertiser—vital necessary to manufacturers whose goods must be moved out of drug stores and groceries into homes.

Everywhere in and around New York, the Sunday New York American's concentrated circulation dominates. Readers pay 10 cents per copy—over 50 per cent more than for other Sunday newspapers.

## *Send for All Figures*

*A. B. C. figures will make one fact quite clear to you. No matter what newspapers you may select, without the Sunday New York American your coverage in New York's great purchasing suburbs is bound to be weak. Let us send you the suburban figures of all New York newspapers. You decide.*

And this domination Sunday domination!

To reach your market—to sell your product—Sunday is the day, the home is the place, and the Sunday New York American is the newspaper.

# Sunday New York American

*"The Backbone of New York Advertising"*

SUNDAY A. B. C.—1,120,022

★In Suffolk, Westchester and Nassau, the three richest suburban counties in America, the Sunday New York American reaches more than 50 per cent of the native white families. In these counties there are 66,774 income taxpayers, 115 golf courses,

156,278 owners of passenger cars.

In the Sunday New York American you reach *actually* many more of these people than in any other New York newspaper—morning, evening or Sunday.

New York, 1834 Broadway

Boston, 5 Winthrop Square

Chicago, 35 East Wacker Drive

San Francisco, Monadnock Bldg

# A. N. A. Discusses Sales Costs and Market Analysis

**I**NDUSTRIAL marketing and advertising, advertised goods in department stores, business paper rates, engineering principles as applied to advertising, testing copy appeals, trading areas as a basis for market analysis, cash discounts by newspapers, better typography in newspapers, combination rates, known facts about circulation and how to use them, magazines as primary media, newspapers as primary media, and radio advertising problems, were the main topics of discussion at the semi-annual meeting of the Association of National Advertisers, attended by more than 170 members. The meeting was held at Detroit, May 9, 10, and 11.

## Institutional Advertising

**W.** L. TOWNE of General Electric Company told how his company several years ago began an institutional campaign as a background for its eighty-nine specialized campaigns. Mr. Towne told how his company is spending one-sixth of its entire advertising appropriation in this institutional campaign to sell the electrical idea to the public. The campaign is designed to provide a background for the more intensive sales efforts of the General Electric Company and its customers, the power companies, transportation companies and the industry as a whole.

He told of several examples of how these general advertisements brought definite action from readers. In one case he learned of a foreman who came into a conference of manufacturing officials of a certain company waving one of these institutional advertisements and citing it as proof that the company needed electrical power for lifting and moving heavy material around the plant.

He showed how other phases of the industry were cooperating

## *More Research, More Accurate Data On Sales and Advertising Costs, Are Most Popular Subjects at Detroit Meet*

with and cashing in on the advertisements, the theme of which were "Any woman who does anything which a little electric motor can do is working for three cents an hour."

Malcolm Muir, vice president, McGraw-Hill Publishing Company, in his address, "Setting the Stage for the Industrial Salesman," told of a survey of one city recently made by his company which showed that industry should be divided into three classes. He explained how the first two classes of industry purchased almost all of the industrial materials used in that and every other city. Mr. Muir's address was quoted at length in the May 14 issue of SALES MANAGEMENT.

## Market Analysis Problems

**V**ERNE BURNETT, secretary, advertising committee of General Motors Corporation, led the discussion of the A. N. A. newspaper program and told of the progress the association has made in improving newspaper typographical standards, its progress in checking the tendency of newspapers to discontinue cash discounts and to require advertisers to buy space in two papers on a combination rate, even though the advertiser desires but one paper. On the last day of the meeting Mr. Burnett announced that a group of important eastern papers had volunteered to reinstate the cash discount, to discontinue compulsory combinations, and to begin a definite step to eliminate heavy black type, and reverse plates in advertising typography.

C. F. Kettering, president of General Motors Research Corporation, and vice president, General Motors Corporation, made an

address, which, judging from applause, was the most popular address of the meeting. He gave the engineer's viewpoint of sales and advertising

problems. His address is printed in more detail in another part of this issue of SALES MANAGEMENT.

An address which stirred up so much favorable reaction that a special session was called for further consideration of the ideas advanced, was the talk of T. O. Grissell of the George Batten Company. Mr. Grissell's subject was, "Trading Areas as a Basis for Market Analysis." His talk was illustrated by a number of charts on the Detroit and Michigan trading areas and was developed from a four-year study of market analysis problems instituted by his company.

## Discusses A. B. C. Statements

**M**R. GRISSELL told how he has procured the figures of sales and advertising costs of a number of companies and prorated the national costs down to individual trading areas and studied them in comparison with results in an effort to obtain an accurate measure of results against sales costs per territory.

The special meeting, which was well attended, to discuss this subject presented a resolution which was adopted, to the effect that the Department of Commerce be urged to continue its studies of trading areas, so that in the future trading areas for each major trading center should be definitely and accurately established, and all agencies, such as newspapers, sales departments and the Department of Commerce, use the same figures and extent of territory in considering the trading radius of any given city.

It was pointed out by Mr. Grissell that he had found that the trading area of any city usually consisted of the territory from



which the newspapers published in that city regularly drew support; that territory from which the local advertisers in a given city drew trade as a result of their advertising. These findings were proved originally by a complete survey of the circulation of every newspaper published in the state of Pennsylvania and by checking the circulation against the volume of business of each city.

O. C. Harn, a past president of the A. N. A. and one of its founders, who is now managing director of the Audit Bureau of Circulations, explained the use of the audit bureau statement and scored certain publishers for certain discrepancies between their own semi-annual statements and the findings of the bureau as shown by the bureau's annual audit of circulation figures. He urged advertisers to compare the bureau's audits of past years with the publishers' statements to note any discrepancies, and suggested that where a publisher's statements are habitually out of harmony with the auditors' findings, that all future statements of those publishers be discounted accordingly.

#### Test Campaigns in Advertising

**M**R. HARN voiced the need of a greater uniformity and greater accuracy in determining trading areas, stating the present method of determining a city's trading area was not always accurate and exact, but that it was the best method yet devised—that of comparison of the various publishers' statements with the figures of sales by local merchants and chambers of commerce.

Claude Hopkins told of some of his experiences in testing advertising campaigns and urged the members to "let the thousands decide what the millions will do," by testing all advertising and sales plans on a small scale in one or two cities before releasing them for national use. He told of the beginning of Palmolive and Pepsodent advertising and how the advertising might never have been successful without the various tests which were made in the early history of these two famous advertising campaigns. Mr.

Hopkins for many years was associated with Lord and Thomas, and is now an advertising counsellor.

Ralph Yonkers, advertising manager of The J. L. Hudson Company, Detroit department store, told of the growing trend of department stores toward pushing lines which carry their own private brands and explained that while this trend was growing, many department stores had made signal failures in trying to brand certain lines of merchandise with private brands. He cited such items as electrical household products which have a strong specialty appeal as being impossible to sell without the manufacturers' brand. Other lines which are obviously easy to label have been more successfully sold under department store brands.

#### Views on Media

**I**N HIS talk on "Magazines as a Primary Medium," Lee Bristol of the Bristol-Myers Company (Ipana tooth paste and Sal Hepatica) explained that he had no quarrel with newspapers, that his company used newspapers and other media, but that due to the copy appeal, length of their story, necessity for color presentation and the desire of the company to appeal to certain classes of people at the outset of the campaign, magazines were used as a primary medium for their story.

He told how magazine pulling power is checked carefully by a minute analysis of coupon returns. Each medium, he said, is checked carefully every six months, adding that the major magazines ran neck and neck in cost per inquiry produced. Requiring each coupon to be accompanied with a two-cent stamp cut the volume of inquiries by 40 per cent, Mr. Bristol explained, declaring that anyone can keep himself supplied with tooth paste for thirty-six cents a year by clipping coupons good for free samples.

Mr. Bristol said that he placed only one-third of a medium's value on its showing in the check-up of coupon returns. Even though a medium might top the list in coupon returns, the other

features of the periodical would weigh twice as heavily in his evaluation of the importance of that medium on his list.

In his talk on "Newspapers as a Primary Medium," J. C. McQuiston of the Westinghouse Electric and Manufacturing Company traced the history of electrical advertising and told how his company was using newspapers as a primary medium because of the need for localized campaigns due to the differences in conditions of business, climate and development in different territories. He emphasized the fact that trade, technical and business papers would be used to back up the newspaper campaigns and that an important part in the company's sales program was played by business paper advertising and direct-mail advertising to the company's thirty classes of prospects.

#### Discuss Radio Publicity

**F**LEXIBILITY, intimacy, and ability to nationalize and localize a campaign by the use of newspapers were the reasons given by Mr. McQuiston for using newspapers as a primary medium. As an example of the flexibility of newspaper advertising he cited his company's experience in postponing its newspaper campaign in flood-devastated districts until Southern people will have more time to think of the purchase of electrical equipment.

Radio advertising came in for considerable discussion, and Merlin H. Aylesworth of the National Broadcasting Company explained many features of interest in connection with this new medium. W. Russell Green of the Charles E. Hires Company told of his company's experience with radio, announcing that the Hires' appropriation for radio advertising was not made up of reductions in appropriations for other media. He stated that the Hires' programs, with six stations in the broadcasting chain, cost, including talent, \$1,960 for half an hour.

Marshall B. Cutler of the J. P. Smith Shoe Company read an article from a sales and advertising business paper telling his

(Continued on page 1059)

## MILWAUKEE—First City in Diversity of Industry!



*Action department of Miessner Piano Co., only American manufacturer of small pianos exclusively.*

## If It's Made of Wood--- It's Made in Milwaukee!

**W**ORLD markets pay upwards of \$70,000,000 each year for the output of Milwaukee's 123 large wood products factories. Products range from baby carriages to grand pianos. And the 11,589 wood workers receive \$18,945,703 a year to spend for the scores of commodities advertised so successfully in this rich, responsive market. Yet their share is but a small part of Milwaukee's total annual \$200,000,000 industrial payroll—a vast income of remarkable stability; for Milwaukee is the first city in America in the diversity of its industries.

### 24 Per Cent More Buying Power!

In prosperous Milwaukee the 133,000 industrial workers represent half of the gainfully employed. Their average annual

wage—far higher than that in most great industrial centers—has increased 27 per cent since 1922. And their living costs are but 3 per cent higher! 24 per cent more buying power to them! And they are buying after a fashion that is breaking sales records here for advertisers in all lines.

### Only The Journal Is Necessary Here

By concentrating in The Milwaukee Journal alone the most successful advertisers thoroughly cover this great market and build sales at one low cost. The Journal is used as a shopping guide in more than four out of every five homes in Greater Milwaukee and in the better class homes throughout the rich metropolitan Wisconsin trading area. Use The Journal alone for maximum sales!

## THE MILWAUKEE JOURNAL

**FIRST BY MERIT**

## WISCONSIN—First State in Value of Dairy Products!



## The Marriage Mill Is Busy ... So Are We

**I**N THE bridal month of June, two hundred a day is the peak number of marriage licenses issued by the Chicago bureau. And in *one* day of this month, a hundred prospective brides, wrote to the Gadabout—the Herald and Examiner's Fashion Editor, requesting trousseaux lists, patterns and advice. They spent \$35,710 on their trousseaux.

Quite a sizable slice of the marriage quota! A pretty fair indication of the extraordinarily solid following of women readers that stand for and by the Herald and Examiner.

*An impressive audience for you—for any manufacturer or advertiser who wants women's ear and women's interest.*

### THE CHICAGO HERALD AND EXAMINER

*Daily Circulation, 412,974*

*Sunday Circulation, 1,236,356*

#### NATIONAL ADVERTISING DEPARTMENT

NEW YORK, 285 Madison Avenue  
CHICAGO, 326 West Madison Street

SAN FRANCISCO, Monadnock Building  
BOSTON, 1035 Little Building



# If Mr. Blauvelt Means High-Power Selling, I Agree With Mr. Hanlon

**N**O ONE objects to the expression, "high-pressure selling," which Mr. Blauvelt so deplores in the May 14 issue of *SALES MANAGEMENT* more strenuously than I do. Yet I am in full accord with Mr. Hanlon when he says that low-pressure or balloon-tire selling is the bunk. By way of explaining this somewhat contradictory attitude, it seems to me that both these men were discussing high-powered selling rather than high-pressure selling.

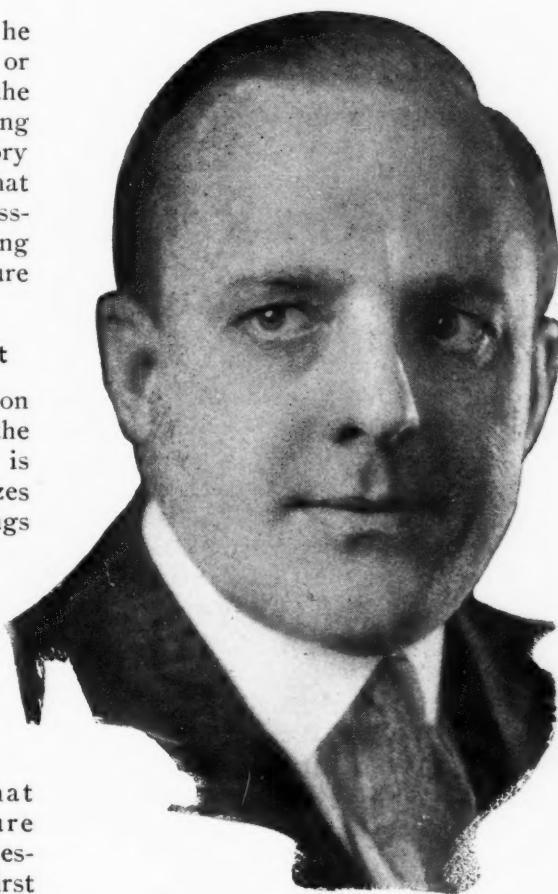
## Extra Calls—Extra Cost

There is this distinction between the two terms: the high-pressure salesman is the boy who hypnotizes prospects into buying things they do not need and frequently cannot use; the high-powered salesman, on the other hand, makes certain that his prospect has a definite need for the article he is selling, then loses no time about making him realize that need. The high-pressure artist is a one-time salesman; after closing his first and only sale to a buyer he never goes back—usually he doesn't dare. But the high-powered salesman, on the strength of performing a real service for the prospect by convincing him that he actually needed his product, develops him into a regular customer.

By citing the case of the so-called "low-pressure" salesman who endeared himself to the house because he was so vigilant about keeping down expenses, Mr. Blauvelt proved his interest in holding selling costs to a minimum. I don't blame him for taking that stand; all the rest of us

## *Why Low-Pressure, or Balloon-Tire Sales Methods Likewise Are the Most Expensive*

By RAY B. DRUM



Ray B. Drum

feel exactly the same way about it. But the quickest way of increasing selling costs is to carry out the very tactics Mr. Blauvelt advocates, to call upon buyers time after time purely for the purpose of gaining their friendship before attempting to sell them.

Every extra call a salesman is forced to pay upon a hesitant prospect adds just a little more to the sales cost, eventually raising the price the buyer has to pay, intensifying the sales resistance, and making the whole transaction less profitable for both the buyer

and the seller. Procrastination and delay are among the biggest factors in creating or maintaining high prices. The cost of any article is based upon the number of calls required to sell it. What Mr. Blauvelt calls "low-pressure" selling might better be termed expensive selling.

A short time ago one manufacturer in the office appliances field perfected a new device for signing checks. A salesman was endeavoring to sell a machine to one of the biggest public service companies of its kind in the country, but the purchasing department delayed weeks before they finally ordered the machine.

## Friendship in Selling

In the meantime the company continued to handle the writing of checks according to its old method. Twenty-two assistant treasurers, their salaries averaging \$3,000 a year, spent a fourth of their time signing checks. It cost that company, in other words, over \$16,000 a year to perform that single operation.

The machine, operated by one assistant treasurer instead of by twenty-five, could do the work which formerly required a solid week, in three days. It is safe to say that the few weeks' procrastination on the part of the public service company's purchasing department represented several thousand dollars. That same experience, repeated many times by the buyers for other companies, explains why prices soar. Not only did the public service company lose an opportunity to reduce its own overhead expenses by several thousand dollars, but it likewise added another straw to the stack of circumstances preventing the manufacturer from reducing the price of his check writer.

Mr. Blauvelt, I am afraid, overlooks the point that friendships in business seldom begin until relations between the buyer and the salesman have proved themselves mutually satisfactory. Until after he has placed his first order, and has had a chance to find out whether the salesman meets his obligation, the buyer withholds his confidence. Not so much for the purpose of taking the order, then, as to be given an early opportunity to render the buyer a service and thereby win his friendship, does the high-powered salesman seek to close the sale at the first possible opening.

Thereafter his reasons for calling back are based upon service rather than merely upon friendship. The sales transaction, therefore, precedes friendship, instead of vice versa, as Mr. Blauvelt intimates.

By this I do not want to convey the impression that all sales should be closed on the first call, or that the buyer should be rushed into placing his order before he is firmly convinced that the purchase would be to his best interests. Buyers are entitled at least to withhold their decisions until they have had time to consider the matter while the salesman is not present to influence them, because as everyone knows, a hasty sale is seldom a permanent one.

#### Four Steps to a Sale

But instead of calling back time after time when the buyer is not yet ready to close the deal, the high-powered salesman sows the seed on his first call which ripens without further contact. Frequently salesmen encounter prospects who they are sure will buy at some later date. In such cases it is vastly better to leave a strong sales argument, generate it by an occasional phone call or letter, and avoid the wasted time of needless personal calls. It may be argued by other more rabid apostles of "high-pressure" selling that such tactics leave the field open for competitors. Occasionally that may be true, but it is better to lose a sale than to make an unprofitable one, and too

many calls eat up the profit on such sales.

After all, a discussion of the relative importance of high-powered and low-powered selling reverts back to the four steps in the completion of any sale. They are, first, to define the need for an article; second, to prove how a particular article fills that need; third, to show why the prospect needs the article more than he needs the money that it will cost; and fourth, to prove that the prospect needs it now.

Low-powered salesmen stop at the third step. They may be able to show the prospect's need and how their product will satisfy it, but they stumble on pointing out

that the product is more valuable than the money and they fail to convince him that he needs it at the present moment. Nine out of ten salesmen are second-raters because they cannot close. I am frequently asked to help close a tough prospect, and every time I receive such a request I know that the man who made it has sold that prospect up to the third step only.

Friendship isn't enough to get past that third step. You can smoke a man's cigars, play golf with him and ride around in his car, but only high-powered salesmanship can convince him that he needs what you are selling more than he needs the money it will cost or that he needs it now.

## Bragdon Re-Elected to Head Business Papers

AT THE annual meeting of the Associated Business Papers, Inc., held in French Lick, Indiana, May 16, 17 and 18, 1927, the old officers and directors were re-elected. More than sixty publishers, representing the leading business papers of the United States who subscribe to the editorial and circulation standards of the A. B. P., were present.

The central theme of the meeting was "Building Prestige for the Business Press," and most of the discussions dealt with what business paper publishers can do to strengthen the editorial service rendered their fields. In this connection a definite plan was developed to bring about a more widespread appreciation of the business press among business schools and colleges. The association, through its managing director, Frederick M. Feiker, offered five research fellowships for this summer, probably for July and August. Studies are to take the form of case material gathered in such fields as transportation, institutional purchasing, industrial buying or retail buying.

One session of the meeting was devoted to the standardization of type page sizes. The chairman of the standardization committee

reported that during the past year twenty-three publications published by members of the Associated Business Papers had adopted one of the standard type page sizes agreed upon by a joint conference called by the A. B. P. in New York, January, 1926. This conference was composed of representatives from the Association of National Advertisers, the National Association of Industrial Advertisers and the Associated Business Papers. Out of one hundred and twenty-four A. B. P. member papers, ninety-three are now published in the standard type page sizes, and five others have announced that they will adopt a standard type page size in the near future. This will leave but thirty A. B. P. papers which are not published in standard size.

The committee on Irregular Media, of which Merritt Lum of *Factory* is chairman, reported progress in checking the growth of illegitimate publications which are published primarily for the purpose of selling advertising. This group includes papers published by labor organizations, chambers of commerce, athletic associations, churches, charities,

(Continued on page 1079)

# Decarbonizing New Orleans

## THE CARBONITE LABORATORIES · INC

285 MADISON AVENUE · NEW YORK

April 27, 1927

Mr. Roland Ladreyt,  
National Advertising Manager,  
The Times-Picayune,  
New Orleans, La.

Dear Mr. Ladreyt:

After careful analysis of various markets and relative dominance of newspapers throughout the country, we selected New Orleans as our test market for advertising of Carbonite, deciding to use The Times-Picayune exclusively.

We knew that there had been several failures previous to Carbonite in the South and that we would encounter some prejudice to a carbon remover for this reason and that our job in establishing Carbonite in your market would not be an easy one. However, Carbonite has gone over in the New Orleans market in wonderful shape and results have exceeded our most optimistic hopes and we were able to complete distribution not only in New Orleans but in Louisiana, Mississippi and parts of Texas and Alabama within a period of thirty days, and are now beginning to receive many re-orders from the largest distributors.

The Times-Picayune played a very important part in our accomplishment. Before we entered this market your Merchandising Department furnished us with a report on the market and distributing situation, and the co-operation extended to us in acquainting the dealers with our advertising plans proved to be of great assistance. Response to our advertising in The Times-Picayune was noted not only in the city of New Orleans but throughout the territory. The influence of The Times-Picayune is indeed far-reaching. We received inquiries through mail from several Southern states which resulted in good connections. When we called on dealers in Louisiana, Mississippi, East Texas and Alabama, we found that they invariably knew about Carbonite from reading our advertising in The Times-Picayune and the work of our sales force was made much easier.

After personally covering the New Orleans trading territory, we are convinced that it offers an excellent field and advertisers are fortunate in being able to use exclusively a paper like The Times-Picayune that thoroughly covers this territory as well as the city of New Orleans.

You may feel free to refer to us anyone planning to enter the New Orleans market and we will be more than glad to give them the benefit of our experience in opening your market.

Assuring you of our appreciation for your assistance, we are

Yours very truly,

THE CARBONITE LABORATORIES, INC.

By:

*Alfred J. Stepien*  
Vice-Pres.

What The Times-Picayune has done for Carbonite it can do for  
the product nearest YOUR bank account.

Put New Orleans on that List

## The Times-Picayune

IN NEW ORLEANS

Daily 87,290

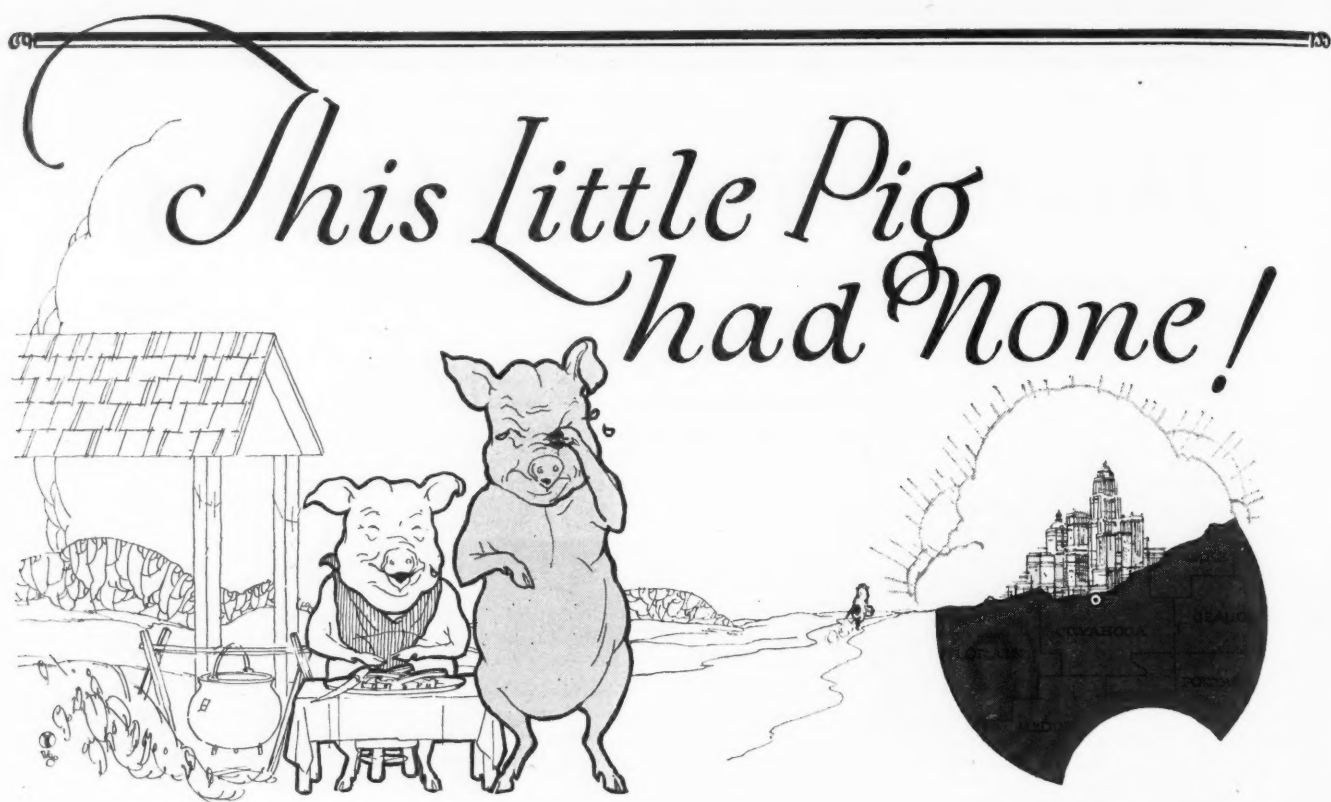
Sunday 125,721

Member 100,000 Group of American Cities, Inc.  
Member Associated Press

Representatives: Cone, Rothenburg and Noe, Inc.

Pacific Coast Representatives: R. J. Bidwell Co.





**I**N a previous advertisement in this publication The Cleveland Press related the experiences of a manufacturer who attempted to drive Cleveland consumers into buying his product. We told how dealers had been induced to stock the merchandise by a well-trained sales-staff; how these dealers had been influenced by an exceptionally fine series of advertisements; how these advertisements had appeared for three months, how the "campaign" dwindled and how the dealers—now over-stocked—have ceased to cooperate with sensational, short-time advertising efforts.

\* \* \*

But the manufacturer mentioned above secured some value from his Cleveland "campaign." Others—many others—have duplicated his sales plan, with one exception—and have failed completely.

Far too many advertisers forget that sales are made only thru PERSONAL

CONTACT, that advertising is an *aid* to personal salesmanship, that few—very few—advertisements ever get a buyer's name on the dotted line. All that advertising—newspaper advertising—even Cleveland Press advertising can do is to make it easier for your PERSONAL representative to get your goods on the shelves of Cleveland merchants and into the homes of Cleveland people.

Bring a strong, adequate, well-trained sales force into the TRUE Cleveland Market. Keep it there. All the time. Back it up with a consistent schedule in the newspaper of largest daily circulation—and see that sales force get distribution, sales, *Leadership* for you!

This is "The TRUE Cleveland Market." Thirty-five miles in area, home of more than a million, center of industry—compact, prosperous, intelligent. Quick to recognize value, and that's why they buy 212,215 Cleveland Presses every day—more than have ever before been sold in this area by any daily newspaper in the State of Ohio.

This is the fifth of a series to appear in this publication during 1927. The sixth will be published May 28. Watch for it.

# The Cleveland Press

NATIONAL REPRESENTATIVES:  
250 Park Avenue, New York City  
DETROIT : SAN FRANCISCO

FIRST IN CLEVELAND



ALLIED NEWSPAPERS, INC  
410 N. Michigan Blvd., Chicago  
SEATTLE : LOS ANGELES

LARGEST IN OHIO

# Timken Takes a Sales Movie to Its Users via Motor Coach

WHAT might well be termed a new kind of indirect selling has been introduced by the Timken-Detroit Axle Company. This concern has built and equipped a special de luxe motor coach to take the story of the manufacture and care of Timken axles direct to users in the form of an educational motion picture film and a physical demonstration of the worm gear which this manufacturer features, both of which

## *Traveling Moving Picture Theater and Demonstration Coach Brings Timken Sales Story to Big Users*

By D. G. BAIRD

luxure theater on wheels" are composed chiefly of distributors, dealers, salesmen, executives of motor transport lines, fleet operators, college students, and others who sell or operate Timken-equipped vehicles.

There are twenty individual chairs, upholstered in blue leather to match the color of the car, and provision is made for about twenty emergency seats when required to accommodate a large audience. A special silver screen, which disappears into the ceiling when not in use, receives the picture, which is projected from a desk in the rear of the coach. In a corner of this desk is concealed a small worm drive unit, nickel plated. When it is desired to demonstrate this unit, the operator merely raises the lid of the desk, turns a valve, and the display is lifted from the interior by means of a telescopic mechanism operated by compressed air.

The interior of the coach is finished in natural mahogany, an electric refrigerator is provided to preserve such food as may be carried, and large tanks hold an abundance of ice water. Protected electric fans and Pullman-type ventilators are installed in the ceiling and a skylight that may



When the Timken coach drives up to the user's door, officials, salesmen and service men are invited to view the film and hear the lecture accompanying it. Representatives of only one user are entertained at one time.



are presented within the coach itself.

The plan is unique in several respects. In the first place, the Timken-Detroit Axle Company has nothing to sell direct to a large majority of those it invites to attend this "show." It sells to manufacturers of motor cars, motor coaches, and motor trucks, whereas its audiences in this "de

The method of preparing the story is unusual in that it was made entirely by Timken employees, and the method of presentation is unusual, this being the first time, so far as known, that a motion picture has been presented within a motor coach.

The coach itself was built especially for the purpose and possesses many unusual features.

be opened affords abundant light and air. Tastefully colored shades and awnings protect the passengers from the sunlight. Lighting is by means of ceiling lights in handsome fixtures. The coach is capable of a speed of sixty miles an hour, although the maximum speed permitted by those in charge is thirty-five. The "feature film" is a complete showing

of the manufacture of a worm drive axle, from the steel billet to the finished product, and has been timed to require one hour in the showing. Ten thousand feet of sixteen-millimeter film was "shot," which is the equivalent of more than 25,000 feet of standard film and would require about six hours to show, but this was entirely too long and had to be cut down to bring it within reasonable limits. How axles are fabricated, drilled, machined, heat-treated, inspected, and assembled, with many "close-ups" of particular operations, is shown in detail, and there are several auxiliary films of special features of the manufacturing process.

### The Operating Plan

THE coach was placed in operation March 3, 1927, when it started out on an itinerary that included Columbus, Springfield, Dayton, Indianapolis, St. Louis, Kansas City, Des Moines, Mason City, Minneapolis, Chicago, and several intermediate points. During the first month on the road it traveled 2,350 miles and exhibited to 2,324 invited guests. The word "invited" is used here because the coach attracts so much attention along the way, it has been found necessary to keep the doors locked to exclude uninvited guests.

The traveling exhibit is in charge of two men: H. C. Maddux, operator and lecturer, and H. E. Larson, driver, who is also an expert Timken mechanic and service man.

Users of Timken-equipped vehicles have been apprised of the new educational feature and assured that it will call on them in due time. The general itinerary is mapped out at the factory, then Mr. Maddux keeps the factory informed of his progress along the route. When he reports that he will be in a given city on a certain date, the factory wires the concerns there that the coach will visit, apprising them of its approach. This usually is followed up by a wire or telephone call from the operator, confirming the factory wire and assuring the

prospective guests that he will be there on time.

The practice is to drive right up to the user's door or into his service station for the showing and lecture. The officials of the company, together with salesmen and service men are then brought into the coach and the film is shown, accompanied by a suitable lecture and a demonstration of the disassembly and assembly of the worm drive unit already referred to. Representatives of only one user are entertained at a time, as there would be some danger of difference of opinion, leading to argument, if those of more than one company were brought together to consider such a subject. As many as twenty-five calls may be made in one city.

This elaborate and rather expensive plan of indirect selling was developed to meet a rather peculiar situation, as explained by W. L. Love, advertising manager of the Timken Company.

### The Personnel Problem

"FOUR years ago we awoke to the fact that the greatest potential users of motor coaches were the electric and steam railways," Mr. Love explained, "and we were the first exhibitors in our field at the conventions of such interests. We soon found, however, that our engineers, trained only in the automotive line, were unable to meet this situation satisfactorily and that there apparently is a very close fraternity of railway men.

"We solved that particular problem by hiring half a dozen men from the railway supply field and giving them the necessary training to enable them to present our product intelligently. This proved so successful that a majority of all the coaches used by steam and electric railway companies now are equipped with Timken axles, front and rear.

"We exhibited at all the conventions, but many of those we wished to reach did not attend the conventions. Our problem then became that of how to carry our exhibit to these people who do not attend the conventions and

this traveling de luxe theater on wheels was the result.

"Many problems had to be worked out. When we decided to go into this, we realized that to make a poor job of it would be worse than nothing at all, so we went the limit on every detail, sparing neither time nor money in our effort to make it as nearly perfect as possible.

"One of the principal problems was the personnel. Those in charge of this exhibit must be peculiarly qualified. They must be engineers, salesmen, service men, diplomats, publicity men, and everything else. Fortunately, we had two men who are ideally suited for their respective parts. Mr. Maddux is a college man with six years' training in our factory and sales organization, and has an exceptionally fine personality, while Mr. Larson is a very capable mechanic and service man who not only knows his subject, but can explain it to others.

"Mr. P. W. Hood, our vice president in charge of sales, who originally conceived the idea, has been anxious to put other such exhibits on the road and our biggest problem in that connection is the selection of men to operate them. However, this one has been so successful it is our intention to build several others and eventually cover the entire country with these traveling exhibits."

### FEIKER ADDRESSES AUTOMOTIVE CLUB

F. M. Feiker, managing director of the Associated Business Papers, Inc., and formerly assistant to Secretary of Commerce, Herbert Hoover, recently spoke before the Overseas Automotive Club on "What Advertising is Doing and Has Done for World Trade."

In closing his speech, Mr. Feiker said, "Next to astronomers the export advertising man has the greatest play for imagination. And if he is to be as successful as an astronomer he must also bring to bear the facts of measurement of trade tendencies and of markets that make his advertising calculations check with orders."





# "Clever... that wax feller!"

The wax man—the human automaton—was in Philadelphia last week. I elbowed my way through a crowd which jostled one another six deep in front of the drug store that staged his act. There he—or it—stood, rigid as the plate glass window against which noses were flattened.

His features were as immobile as a manikin's. Eyes that never blinked. Chest so statue-like that respiration seemed impossible. At regularly spaced intervals his arm jerked spasmodically to left and right, moved

apparently by machinery from within.

"Betcha two bits it's mechanical," offered the chap at my left. "Take you," grunted his friend.

Just then the wax man relaxed, smiled, bowed. And the crowd broke up, grinning in sheepish admiration.

"Clever . . . that wax feller," remarked the manufacturer's salesman with whom I was covering the city. "He always gets a crowd pronto. Seen him several times before. I forget what it is he advertises, but he certainly *is* clever!"

"You," said Demosthenes to his great rival orator, Æschines, "make them say, 'How well he speaks.' I make them say, 'Let us march against Philip!'"

GEORGE BATTEN COMPANY, INC.

*Advertising*



GEORGE BATTEN COMPANY, INC.

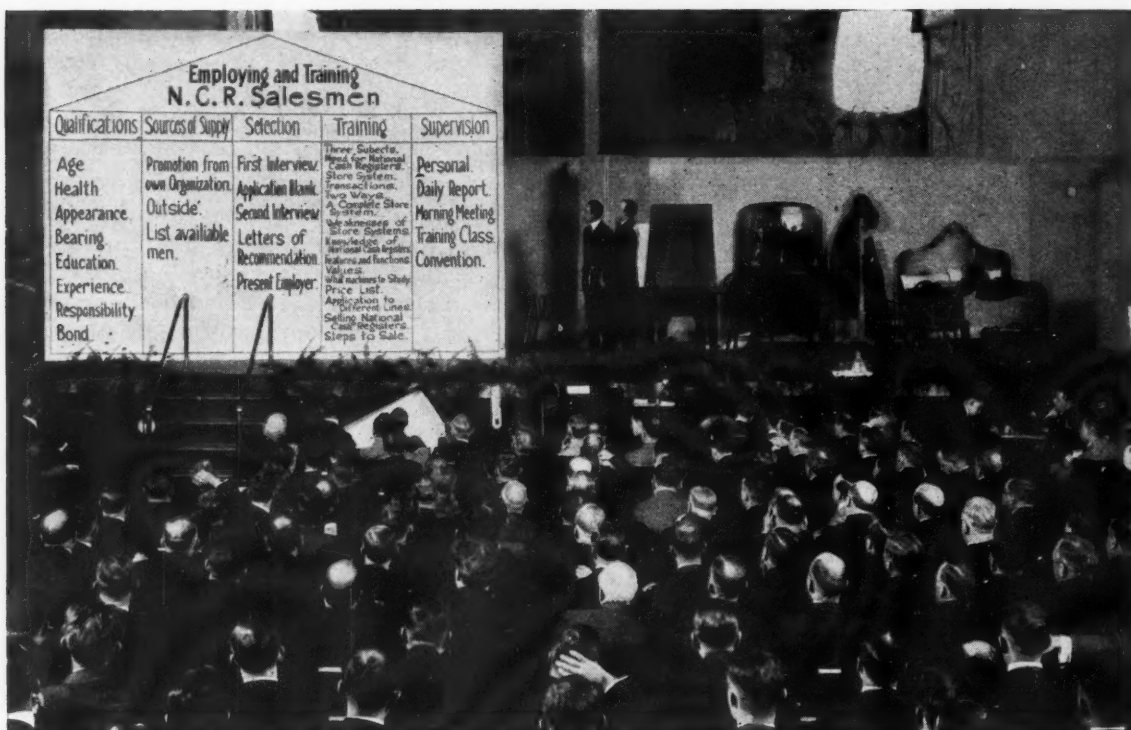
NEW YORK  
383 Madison Avenue

CHICAGO  
McCormick Building

BOSTON  
10 State Street

SALES MANAGEMENT, MAY 28, 1927

[1025



The National Cash Register Company not only gives every salesman a rigorous course of training, but continues this training through close supervision in the field.

## Training and Developing Salesmen

**I**F YOU will consider, you will realize that in manufacturing no standard method for developing, training and teaching the workman existed at one time. He learned by tradition, from others. He used his own judgment and methods as he was able to pick them up. Even now in many firms the teaching and developing of the workman is conducted by the so-called rule-of-thumb method.

You may tell me that every executive employed in sales work knows that the salesman must be taught and developed. If you will observe the conduct of many sales departments, you will find that the training, teaching and developing is not conducted in an orderly, intelligent way.

Remember the quotation that I gave from Mr. Taylor, to this effect. "This scientific selection of the workman and his development is not a single act; it goes on from year to year and is the subject of continual study on the part

### *Why the New Scientific Sales Management Demands Systematic Sales Training Methods*

The tenth article of a series

By CHARLES W. HOYT

of the management." Apply this thought to a sales force. It is not sufficient to train or to teach salesmen at the beginning and then to consider that they are taught for all time.

#### Constant Improvement

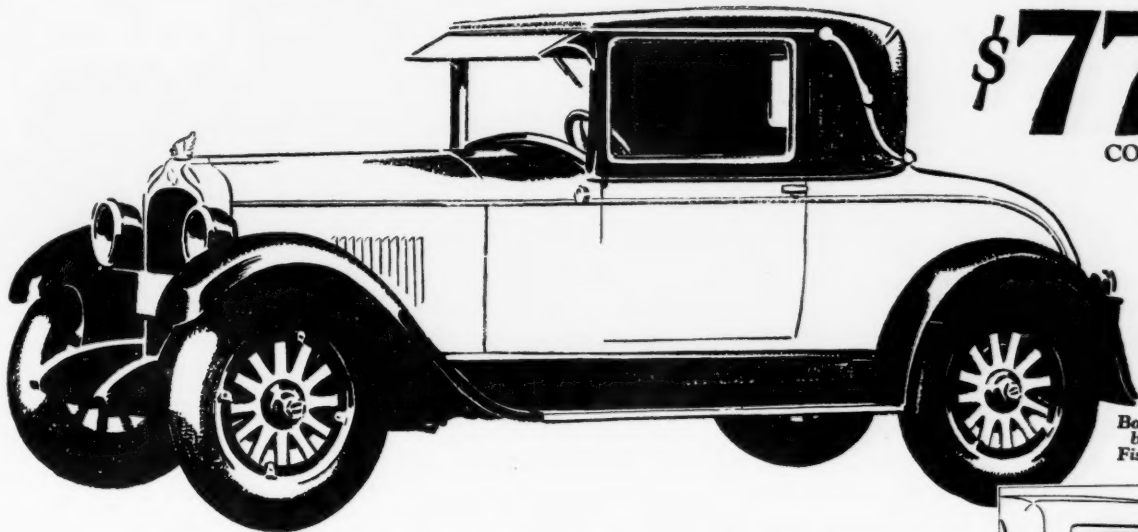
I have been reading Mr. Ford's new book entitled "Today and Tomorrow." The thing which impresses me most is the thought which he continually brings up, that they are constantly improving the management in their manufacturing. It is a thing which is never-ending and which he expects never will end. They are constantly finding better methods and are constantly training their men to adopt these new methods.

Is it not true that many sales organizations, having taught their men in the beginning, never pay attention to the thought that things can be improved and that these salesmen might constantly be

further developed.

Let us suppose that a sales manager has followed the principles so far set down. He has carefully assembled all the knowledge with reference to the methods employed in the sales department. He has recorded all of the best tactics necessary to the selling of his product. He has, by the best methods available to him, selected his salesman. It is needless, perhaps, to say here that he will have to be selecting salesmen constantly and constantly reconstructing his sales force. I do not mean by this that, necessarily, he will become a sales manager who is constantly hiring and firing. Now he is ready to take the next step, which is to teach, train and develop his men.

# Not Merely a Car for Salesmen to Use . . . but a Car Designed for Salesmen!



**\$775**  
COUPE

Body  
by  
Fisher

Every man who has traveled a sales territory in an automobile knows that just an ordinary car is not satisfactory for salesmen. They need cars designed especially for their use. That explains why the New and Finer Pontiac Six Coupe is gaining such great favor in the commercial field.

Take the large amount of space in the rear compartment as an illustration. Consider how the rear deck extends to the floor, providing for the easy installation of a "slip-on" type commercial body.

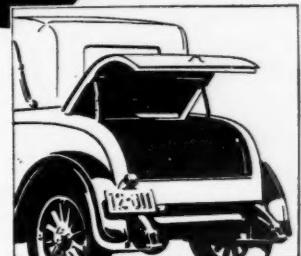
But even more important is the

Sedan, \$775; Sport Roadster, (4-pass.) \$775; Sport Cabriolet, (4-pass.) \$835; Landau Sedan, \$895; De Luxe Landau Sedan, \$975; De Luxe Panel Delivery, \$770; De Luxe Screen Delivery, \$760; De Luxe Delivery Chassis, \$585; Oakland Six, \$1025 to \$1295. All prices at factory. Easy to pay on the General Motors Time Payment Plan.

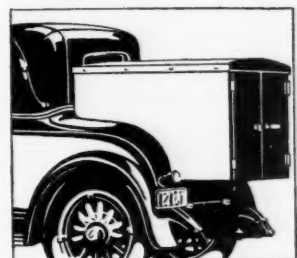
OAKLAND MOTOR CAR COMPANY, PONTIAC, MICHIGAN

strict economy which is combined with six-cylinder performance, stamina and utility in the Pontiac Six. Economy begins with the first cost, only \$775 for the Coupe, Sedan or Roadster, and is increasingly evident as mileage rises, while both operating and maintenance costs remain at a minimum.

Whether you are in the position of the salesman who will use the car or the executive who approves its use, be sure to inspect the Pontiac Six Coupe. Judged either for what it provides or what it costs, it stands equally high in its field!



Ample space in the Coupe for samples, advertising literature or other material is provided under the rear deck cover which extends to the floor.



When greater space is required, a special "slip-on" body in either express or closed panel type can easily be mounted without permanently altering the car.

# PONTIAC SIX

Mail the Coupon  
Today

OAKLAND MOTOR CAR CO., Dept. J  
PONTIAC, MICHIGAN

Please send us your valuable information  
regarding operation of Salesmen's Cars.

Name .....

Address .....

City..... 5-27

Mail the Coupon  
Today



It is hardly necessary for me to bring to the reader, here, a description of a lot of methods which may be used to accomplish these things. My purpose will have been carried out if I impress the reader with the necessity and leave it to him to find the ways and means. A great deal may be found with reference to the matter of sales tools. In these articles I am endeavoring to present principles and not methods. It will hardly be necessary for me to tell or describe how these things are done or how they should be done.

The selection of salesmen has brought together a group of men who must be possessed of the qualities which make up a salesman. They have common sense. They possess initiative. They possess good health and energy. They know how to talk, argue and debate. It was the possession of these qualities that led to their selection. Are you going to ask these men to go out into the field and, from within themselves, invent the things which they are to do in order to make the sale? Are you going to deprive them of the cumulative knowledge which you, as a sales manager, should have collected and have ready for their consideration? You should have some method, or way, under which they can go to school in order to be shown and taught the things which you have found out.

While I was corresponding and talking with sales managers with reference to the matter of the selection of salesmen I was impressed by the fact that, invariably, these men went out of their way to tell me that, after all, it was not the selection of the salesman which counted so much, as was his later training and development.

#### Supervision for Salesmen

**I** ONCE lunched with a man who is at the head of what I imagine is almost the largest sales force in the United States. His company is not over fifteen years old and yet his business had reached, at the time that I was talking to him, the sum of \$15,000,000 a year. His product is

not one which sells at a high price. He sells a collection of low-price units.

When I asked him for advice and for his ideas as to what had brought about this development, the thing which he tried most to impress upon me was the functional direction of his salesmen by territorial managers. He believed it was this, more than anything else, which had brought him success. This is exactly the same thing that Taylor used in his management when he employed the functional foreman. In many kinds of work, under Taylor, there was a foreman or teacher for every four workmen, this being particularly true in machine-shop work. Intense supervision, not for discipline, but for teaching purposes, must surely result in greatly increased results.

After I had looked over and discussed the ratings used by a large insurance company, under which they have selected about five hundred salesmen, I was told by the general sales manager that this method of selection was only a small part of the reason for his success. He explained to me how he brought the salesmen into the home office and put them through about four weeks of schooling. He showed me the things which he furnished the salesmen—corresponding to what is popularly called the sales' manual. He showed me the various bulletins and pieces of information which were constantly sent out to the salesmen.

#### Sympathy and Justice

**O**NE of the greatest sales managers of my acquaintance is Mr. B. J. Williams, who is the director of sales for the Paraffine Companies, Inc., of San Francisco, California. I have known Mr. Williams for about twenty-five years. Years ago he and I were connected with the same company in Chicago. At that time I was a division manager and Mr. Williams used to come out from Chicago and go about with me addressing meetings of our salesmen and working with small groups of them. Even at that early stage I recognized his ability to develop men.

If Mr. Williams did nothing else but send out the type of letters which he sends to his men he would be developing them strongly. He once said, "There are many things important in sales management, but I think the biggest thing is a sense of sympathy and justice. I think that is the biggest thing I have learned in my experience as sales manager—to be sympathetic with the men who work with me and then to be absolutely just."

That doesn't mean soft-soaping the men or simply sending them letters of encouragement. It means a combination of those two qualities of sympathy and justice. Mr. Williams always has his men in mind and he is constantly talking to them or sending them some of his remarkable letters. In those letters he is building up his men. Mr. Williams' letters have been quoted many times. It is not my intention to make many direct quotations in these articles.

#### The Sales Manager's Letters

**I**N ORDER to illustrate what I mean by developing salesmen by constantly having them in mind, and teaching them, I quote a few paragraphs from a letter which Mr. Williams sent recently to one of his salesmen:

"My dear Steve:

"I am mighty glad to have your letter of the fifth and note the idea you suggested to Mr. H. This is fine and it sure warms my heart and makes me feel good to see you using your head in this way in reaching out for ways and means for doing more business.

"You know sometimes we get the wrong idea. I mean we salesmen. We think only in straight lines and everything centers in getting the order. This is important, of course, but mostly we need to get a bigger vision of our job. I am sure that if the average salesman would spend one evening a week, thinking, concretely, intensely, about his business, that he would show a tremendous increase in his volume.

"Battles, you know, are not always won by direct attack, but most of them by flank movements, and that's the thing we ought to do in selling. There ought to be more flank movements. When we can't reach the fellow by direct attack we ought to find some way to get around behind him.

"The thing you ought to watch, and the thing that every salesman ought to watch who is calling on trade day after day, and the same trade, is to see that he does not get into a rut and to see that he does not hold a quarter so close to his eye that he cannot see a dollar behind it—to maintain his perspective.

(Continued on page 1062)



A counter display containing stocks of the six designs in which Art Corners are made marked a big step forward in the merchandising plan.

AN IDEA which later became the foundation for an international business in "scraps of paper" was developed with a scissors and a bit of newspaper in the day coach of a train fourteen years ago, when a young jeweler started for a two weeks' vacation.

During the pursuit of a hobby for developing, printing and collecting pictures, this young man had been seeking a method for arranging pictures in albums so that they could be easily and artistically mounted without the use of a paste pot.

The man was A. W. Engel, today manager of the Engel Art Corners Manufacturing Company of Chicago, and the designs he cut out in the day coach of the train were the forerunners of Engel Art Corners, a device for mounting pictures now sold in almost every country in the world. From the beginning the company has manufactured only the one product, and last year their sales volume on this small article amounted to over 2,000,000 packages.

Perhaps there are few better examples of the sales possibilities

Through a chain sampling plan thousands of sample packages of Art Corners were distributed to prospective customers.

# He Advertised a Scrap of Paper—and Found a World Market

By L. M. COLE

that may be inherent in even a very small product if it is properly advertised and marketed. And there are few better examples of the successful building of a business through consistent small-space advertising. Indeed, it is doubtful if many people could be persuaded to take such a small product seriously enough to make any organized effort toward selling it on a broad scale.

"We started advertising simultaneously with manufacture," states Mr. Engel, "as we realized a demand would have to be created before adequate distribution could be set up. Even though our product was an exceedingly small one, it involved an alto-

gether new idea—and the public had to be educated to the use of 'Art Corners' for mounting purposes, in place of the older and rather smeary paste pot methods. We figured the only way we could accomplish this end was by consistent advertising. No matter how small the space used, we wanted to keep a picture of our product before the public, as well as a description of its uses, as often and as regularly as possible.

"Obviously it would have been impractical to organize a sales force to sell to jobbers or dealers, with a unit of sale which was only ten cents—and we couldn't see how direct mail would accomplish retail distribution if we had no





demand from the consumer.

"So we started out with a 1x2¼ inch advertisement in half a dozen national magazines. We have never withdrawn these ads for even one month during fourteen years. They not only built the foundation for our business, but they have been the backbone of our plan for widening distribution and maintaining an ever increasing volume of annual sales.

"Gradually inquiries began to come in. We followed these up carefully, sending samples of Art Corners to everyone answering the ads. All the advertisements urged the reader to ask his dealer for Engel Art Corners. The dealers were soon requesting them of their jobbers and jobbers began to write for our proposition. These consumer inquiries were immediately used by us as a wedge for opening jobber and dealer accounts.

"After initial distribution was set up in this manner, we felt the need of giving dealers some definite constructive help toward

creating more sales for our product. Samples and circulars were supplied them to be handed out to customers. It wasn't long before the dealers requested more sampling. They found they could sell more Art Corners if they could induce the public to try them. Hundreds of thousands of sample sets are now sent out annually.

Mr. Engel also told of another plan he uses for getting Art Corner samples in the hands of ultimate consumers. A blank is enclosed in each package of Art Corners, offering a premium of an art study to anyone sending in the name of his dealer, and the names and addresses of three friends who might be interested. A letter with samples is then mailed to each of the names given. This chain sampling plan has brought a direct demand to each individual dealer and encouraged him to push the product.

"About four years ago a display stand was introduced both through jobbers and direct to

dealers," continued Mr. Engel. "This stand holds 100 packages of the six designs in which Art Corners are made. We realized that our product had little or no display value of its own and that it had been hidden away in drawers or boxes until actual requests were made for it by customers. This was a distinct handicap to the development of sales, especially among new users. Since Art Corners are, to a great extent, 'reminder' merchandise, our display stand filled a real merchandising need."

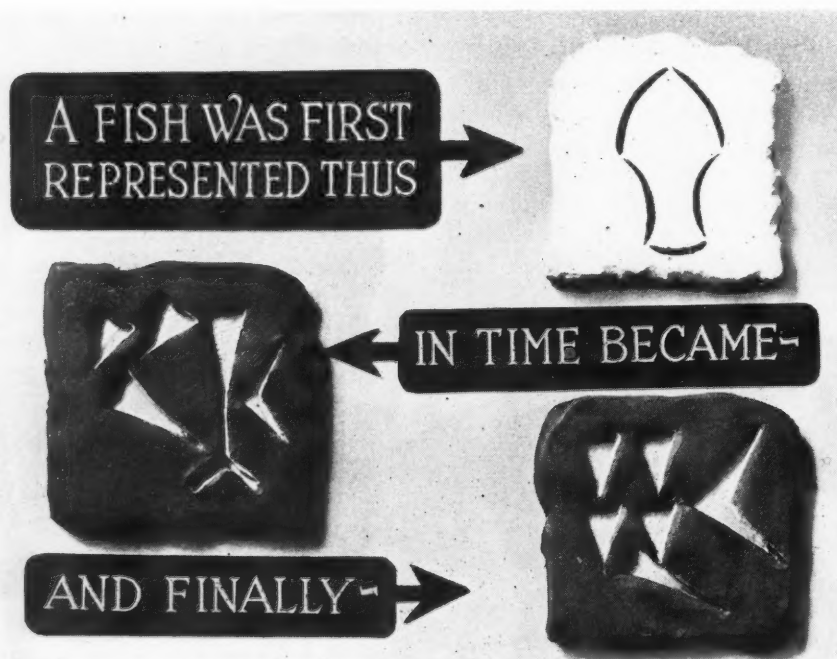
This one merchandising plan has increased sales to a great extent. It has been the means of inducing buyers to purchase more than one type of Art Corners, as they now try two or three of the designs which make up the complete display.

#### Consistent Small Advertising

Mr. Engel states he has never been tempted to scatter his manufacturing and selling efforts to other products because he thinks there is room for improvement in any line, and believes he should concentrate on bettering the one product he now produces. To prove his contention he has recently worked out several new uses for Art Corners which will materially expand their possible markets—markets which he didn't believe existed fourteen years ago.

One new development of especial interest is a design called "Four-Square" which may be used to preserve clippings from newspapers, cartoons, or any type of cutout. It works as a hinge so that both sides of the clipping may be read. This design is also adapted to indexing films behind the prints for handy reference.

Some of the success of the company must be attributed to the extensive advertising campaigns of camera manufacturers in recent years, encouraging amateur photography. It is safe to say, however, that not one-tenth of the present distribution would have been achieved had it not been that Mr. Engel developed a definite sales and advertising plan for Art Corners themselves.

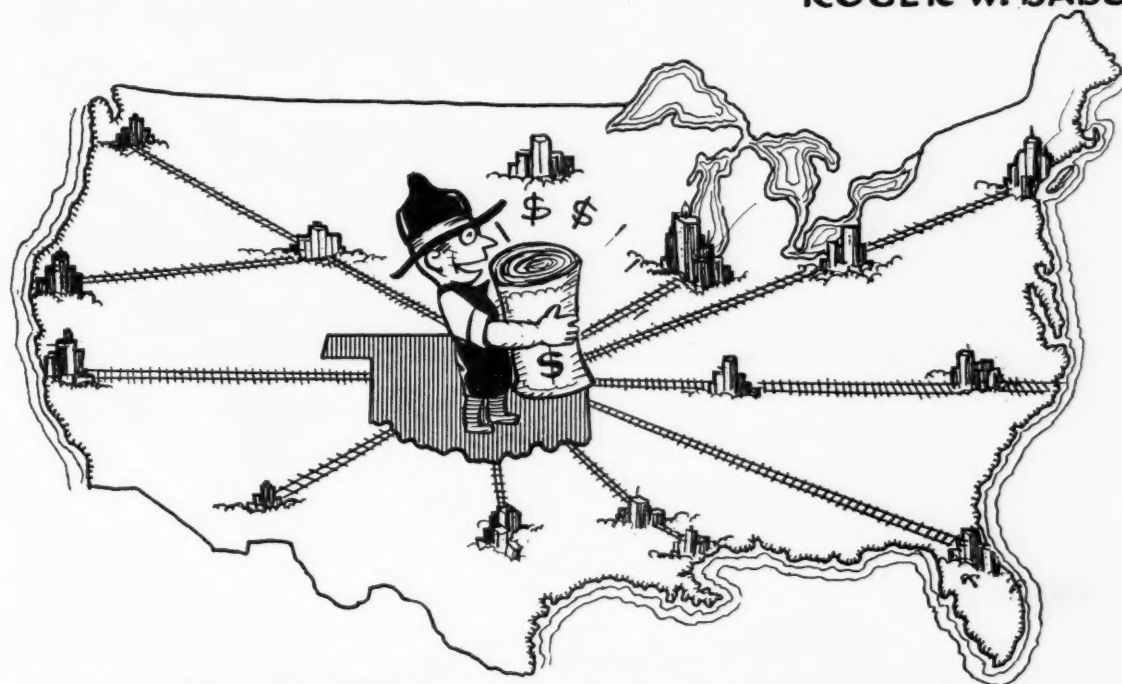


While at first glance there may not seem to be much material in the ink business which would adapt itself to use in a sales promotion film, the Carter's Ink Company of Boston, Massachusetts, has produced a "picture-story" based on the development of the alphabet, which indicates the possibilities for finding a pictorial angle even in a product inherently lacking in dramatic possibilities. The Carter sales film, "Man's Greatest Heritage," carries its audience from the stone age period, when crude picture writing on stones and tree bark was the only method of inscribing, through the ages of the Egyptians and the Babylonians, down to the present day uses of inks, typewriters, and other methods of transcribing. Above is shown one of the "stills" from the film.



# "Territories Are As Sharply Divided As a Checkerboard!"

ROGER W. BABSON



...and Oklahoma is one of the Nation's most active states!

THE fact that Roger W. Babson has been continuously calling attention to the changing conditions in the various states of the Union; the fact that he has frequently cautioned his clients to study the nation's individual markets and concentrate sales efforts in those markets which are most favorable, is worth consideration. In the Babson report for May, there is this statement: "The outlook for the next few months is that sales in most lines will run close to those of last year. Territories, however, are as sharply divided as a checkerboard. Some of the most active states are Oklahoma, Indiana, New Jersey and California. Surely it is time when every concern must fit its sales and credit policies to the conditions in each

individual locality. The average concern during this spring and summer should try—not for *more* business than it did a year ago—but for *more profitable* business."

Babson is not the only authority who points to Oklahoma as a profitable field for sales. Nation's Business, Forbes and the U. S. Department of Agriculture, each have spotted this big farm market as one of the most favorable trade areas today!

Among the farmers who make up this rich market there is wide-spread belief in the editorial columns of the Oklahoma Farmer-Stockman. This belief means buyers of advertised products. Many buyers!—for every issue of the Oklahoma Farmer-Stockman goes into 177,456 farm homes!

**Carl Williams**  
Editor

**The OKLAHOMA  
FARMER-STOCKMAN**  
Oklahoma City

**Ralph Miller**  
Adv. Mgr.

NEW YORK

CHICAGO

E. KATZ SPECIAL ADVERTISING AGENCY

DETROIT

KANSAS CITY

ATLANTA

SAN FRANCISCO

SALES MANAGEMENT, MAY 28, 1927

[1033



THE COMMENCEMENT DAY  
ORATION DRONES ON

*"... and as I gaze down upon this sea of youthful, hopeful faces, so soon to confront the stern realities of life, I cannot help feeling that after your text-books are closed, other books must be opened..."*

## Quite right, Doctor; other books will be opened

... and these books will tell these girls all about the stern realities of life.

Books studied after graduation will tell them how blankets should be washed if they are to be fluffy and unshrunk. Books will tell what powder to use on the baby's rash and how many minutes rice should be boiled. Books will tell how to prepare and serve meals; how to set a table; how to pipe collars, cuffs, tucks and ruffles on a sewing machine; and how to clean piano keys.

Other books will tell how to invest the family savings, what shampoo to use after an auto ride, how to keep proper humidity in a furnace-heated house, and what color of window shades to use in a rose-tinted breakfast room.

Bless you, Doctor, there will be plenty of books on every phase of living.

They will be simply written, beautifully illustrated, thorough, and truthful. They will be as scientific as school-books

—more modern than school-books. Most of them will be free for the asking.

These practical text-books on living will be supplied by manufacturers and merchants who realize that they must explain the purpose and use of what they have to sell. They will be written by authorities on food chemistry, on building, on infant feeding, on domestic finance, or on whatever subject is treated. They will be printed by good printers. American business men and American business women will see to it that these sweet girl graduates do not go through life ignorant of their wares.

And these booklets will be appreciated, asked for, read—and *buying* will follow. There is not a girl in this

class, nor in any graduating class this year, who has not already learned the advantage, the interest, and the value of printed pieces.

You may find a few people still in business who doubt the value of such printing to their business; but you will not find any of the Youth of this Country who will not freely accept this printed tuition for guiding their purchases and their plans.

### To merchants, manufacturers, printers, and buyers of printing

Advice and information on the preparation of effective direct advertising is contained in a number of books on various phases of the subject issued by S. D. Warren Company.

Copies of books now printed and those to be issued during 1927 may be obtained without charge by addressing any paper merchant who sells Warren's Standard Printing Papers. Or, if you prefer, address your communication direct to S. D. Warren Company, 101 Milk Street, Boston, Massachusetts.

## WARREN'S STANDARD PRINTING PAPERS

*Warren's Standard Printing Papers are tested for qualities required in printing, folding, and binding*

**( better paper  
better printing )**

# Washers, Office Appliances and Trucks Gain In Pittsburgh

**W**IDESPREAD celebration of "Clean-Up

Week," in Pittsburgh, made successful by the cooperation of schools and various societies with the proper authorities, brought newspaper advertising of practically all home appliances and building materials, together with various paints and varnishes.

In many instances in accordance with the plan to awaken community pride, children took home from the schools a form of questionnaire on which was written various improvements and clean-up possibilities for the home, both inside and out. The parents were asked to check off those they found it necessary to do, were doing, or intended doing. This little feature in itself was quite an effective promotion scheme for the object toward which it was directed, specifically calling to the attention of homeowners the need for improvements, and awakening the desire to make those improvements. "Clean-Up Week," with its subordinate injunctions to "Paint-Up" and "Plant-Up," went over big leaving widespread satisfaction.

## Maytag Sales Up 25 Per Cent

**M**AYTAG washers, sales of which have increased 25 per cent over the same period last year, have been placing regular newspaper copy and recently took two full pages in all the Sunday newspapers in Pittsburgh, calling attention to the fact that eight trainloads consisting of 213 carloads of washers had been dispatched eastward to their distributors. The shipment passed through Pittsburgh a few days previous to the advertised announcement, two entire carloads being for Pittsburgh and western Pennsylvania, it is said, and dealers are carrying on a vigorous Spring campaign.

## *Steel Industry Not Seriously Affected by Strike; Food Products Are Heavily Advertised*

Advertisements for teas, which are to be found both on posterboards and in the papers, recall the fact that Sir Charles Higham, British advertising expert, said not long ago that newspaper advertising increased tea sales in the United States the first three months of this year to \$1,000,000, a sales figure greater than that of any similar period in the last twenty-six years. Tetley's have small newspaper space every day, and Salada, featuring a mammoth picture of the familiar package against an appropriate background, is to be found wherever posterboards are in prominence. Salada is also frequently found in the newspapers in a few inches of space two columns wide, the same as the Tetley copy.

## Republic Truck Enlarges

**O**NE factor which seems to belie the general trend of rumors to the effect that business conditions are poor, is seen in the removal of the Pittsburgh branch of the Republic Truck Company to a new location. Larger quarters were needed, brought about by a rapid growth in sales, according to the branch manager. The automobile industry seems to be doing a healthy business with an outlook for the future far from tarnished as far as opinion among the trade goes. The steel industry, always a barometer of business conditions in Pittsburgh, believes business to be at a fair stage.

The strike of the bituminous coal miners has not affected the steel industry or general business conditions as much as might be expected. All the steel companies who have connections with mining operations have declared the open-shop principle—non-union miners are producing nearly as

much coal as is needed at this time—and any slump which is apparent in the steel industries is explained as seasonal.

This leaves the main effect of the strike to fall upon wholesale activities, as retail merchants in the immediate mine and affected districts have consequently been buying lightly and irregularly.

Comparatively little radio advertising is to be found in the papers and activities in that field are reported to be dull. Local offices of national office equipment concerns report business fair in accordance with the general trend, while typewriter and adding machine branches and agencies find their sales just as good and in some cases better than last year at this time. They have not been advertising very heavily in the local papers, getting most of their advertising from the national periodicals. One branch manager declared that although his sales are over last year's for the same period by a considerable margin and they are on their way to a banner year, they could use more local newspaper advertising, and he believes the national office should give them more.

## Corona Features Contest

**A** "TYPE A PICTURE" contest is being sponsored by the Corona Typewriter Company with a Corona as the main prize, in conjunction with the drive to save "Old Ironsides." Typing a picture of the historic ship is the object of the contest.

The quantity of cigarette advertising to be found in every manner and form of media, and particularly in newspapers and outdoor advertising, would lead an observer to draw the conclusion that this is about the biggest advertising year the cigarette industries have ever known. Among the better known advertisers of this article to be seen frequently



in the newspapers are: Lucky Strikes with a large number of new indorsements from prominent stage and opera stars; Camels, Chesterfields, Piedmonts, and Barking Dog cigarettes. On the poster boards are to be found Lucky Strikes and Camels, in support of their heavy newspaper advertising.

The oil industry is said to be at a period of overproduction and that may or may not be an explanation of heavy newspaper advertising by the Pure Oil Company and others, including Energee Detroit Gasoline, Amoco Gas, Freedom Oil, and Waverly Oil Company.

Groceries are declared not to be selling in normal volume and all food products advertising is just as heavy or probably heavier than ever. Maxwell House Coffee has been taking a great deal of newspaper space with full page copy in Sunday editions. Kellogg's Pep and Corn Flakes have also been prominent in the newspapers.

The Kaufman & Baer Department store, one of the Gimbel Brothers' chain, inaugurated its

thirteenth anniversary celebration and sale with a vigorous newspaper campaign, taking double page space throughout, and paraded more than fifty banner decked delivery trucks behind a brass band through the principal city streets of Pittsburgh during the afternoon of the day preceding the sales opening.

Frigidaire, Kelvinator, Zerozone, and Electrice electric refrigeration machines are constantly before the public in the spring drive and sales are reported good. The Ice Publicity Association has taken large posterboard space here in a retaliation move against the electrical refrigeration concerns which are evidently giving dealers in the natural coolers no little worry as the summer season approaches.

The Holland Furnace Company has been using no little newspaper space, particularly in the Sunday editions, calling attention to the fact that their product "Makes Warm Friends." They also stress the utility of a furnace which combines with the ordinary qualities, that of cleansing and circulating the air.

time, either of a general nature or pertaining to some specific line of business or industry, without making some reference to the floods in the lower Mississippi Valley, which are having a most serious effect on nearly every line of business in the southern part of the country.

For instance, the lumber output in the South has been heavily curtailed, particularly hardwoods, and this has not only been causing a steady upward movement in prices at all of the southern lumber markets, but has also had a marked influence on sales. Larger consumers, fearing that this cutting of production will cause a shortage of lumber, are buying on a better advance basis than has been their custom in nearly a year, placing orders well ahead for Spring and Summer requirements.

#### Cotton Prices Soaring

Especially is this true of the automotive industry, which is buying ash, maple and elm on a heavy basis, with advance sales to the commercial body and truck makers particularly good. The furniture industries in the southeastern territory are also placing sizeable orders for their advance needs, as they are themselves sold ahead to an extent that assures capacity production at most of the larger factories in the district for some months to come.

Cotton is another of the more important southern commodities that is being affected by the flood, spot prices at the southern markets having shown a steady advance for some weeks past until the quotations at the present writing are 50 to 60 per cent higher than they were five or six weeks ago. This means an increase of around 5 cents a pound, or an actual increase in the value of the 1926 crop of somewhere around \$300,000,000 in a period of five or six weeks. Incidentally, prices are still going up, and all indications are that they will be further advanced during the next few weeks.

Harry G. Glass, of North Canton, Ohio, executive sales manager for the Hoover Company,

(Continued on page 1067)

## Atlanta to Spend Million in Business Papers

THE contract for the handling of the \$1,000,000 advertising campaign that the city of Atlanta will conduct during the next three years to attract new industries, and to influence outside concerns to open branch sales offices or warehouses in the city, having been awarded to the advertising firm of Eastman, Scott & Company, of Atlanta, preparations are getting under way to inaugurate the campaign at a comparatively early date.

This fund of \$1,000,000 which is to be invested in national advertising was subscribed by business concerns of the city some time ago during what was known as a "Forward Atlanta" campaign conducted by the Chamber of Commerce, and because of the

remarkable success of a similar advertising campaign conducted last year, though on a much smaller scale, the required \$1,000,000 was very easily raised. Incidentally, it is the plan of those in charge to use during the campaign business papers only—either magazines reaching some particular industry or those having a circulation confined to manufacturers and business executives—for the campaign in 1926 proved this type of paper to be the most productive of results so far as advertising of this nature is concerned, bringing, as it did, many new factories and branch sales offices into the Atlanta district.

It is a difficult matter to write anything concerning the condition of business in the South at this



# the largest circulation *in* America daily *and* Sunday

THERE are six morning papers published in New York City, sold on all the newsstands. But two out of every five people in New York who stopped at a newsstand this morning to buy a morning paper, bought a *picture* paper—The News.

There is nothing new about picture papers. Eight years ago, however, a picture newspaper did not exist. Today, more than 1,100,000 people buy The News in preference to five other papers. Because they know a picture newspaper is a better newspaper!

Pictures have a place in a newspaper; properly used, they are vehicles of news.

What is the most interesting item in any news story? People! Who are they? What do they look like? The pictures portray them.

WHAT happened? The picture gives more in a glance than a world of words.

WHERE did it happen? The picture shows the scene.

How did it happen? The picture answers, sometimes showing cause as well as effect.

Good news pictures reflect reality. They are frozen fact, excerpts of action, testimony of truth, the only satisfactory substitute for personal observation.

They tell what someone sees, vividly, thoroughly, comprehensively. Any psychologist will tell you that a picture conveys a message, presents a fact, teaches a lesson—better than text, more clearly, more quickly. Everybody gets something from pictures. And they save time!

FOR a long time, papers were unable to get newspictures. The real development of the newspicture started with The News seven years ago. The newspaper camera man used to be a photographer. On The News, he is a reporter who gets his stories with the camera. He has a harder job than the regular reporter. He can't fake, can't guess, can't take somebody's version of what happened and phone it to the office. He must get the story in the picture, and the picture back to the office—on time.

In seven years, The News has come a long way in developing newspictures. News cameramen are artists

and mechanics as well as reporters. They work under difficult circumstances, hampered by lack of light and lack of time. They use cameras small enough to fit in the vest pocket; and cameras with telescopic lenses, large enough to take two men to carry. They daily do the impossible. Every morning, the picture pages of The News are a record of their splendid accomplishments, of obstacles overcome, of time and space and difficulties outdistanced. Their marvelous newspictures are a contribution to better journalism, to clearer understanding, to saving time.

In addition to our own camera staff, we have our own picture syndicate that literally covers the world with cameramen—Pacific & Atlantic Photos. Wherever stories can be caught with a camera, you will find P & A men. They not only get the picture, but they get it to the paper. Sleep, time, comfort, money, convenience—all are sacrificed to get the picture here first. Special planes, special trains, speed boats, pigeons, horseback—every possible conveyance is used. And within the last two years, they have been able to occasionally send pictures by wire and cable.

The News also has the best printed pictures of any newspaper. Special methods of making plates, making inks, making impressions have been invented and developed. The presentation is the best possible.

So today more than a million people prefer this picture newspaper. Can a million people be mistaken or misguided in picking a newspaper?

Advertisers! Can you make a mistake in using a paper that a million people prefer?

## THE NEWS

*New York's Picture Newspaper*

Tribune Tower, Chicago 25 Park Place, New York



# "Made in Dallas" Week Brings Local Advertisers to Front

WITH a feeling of optimism gradually spreading over the Southwest this Spring following the disastrous slump last Fall in the price of cotton, advertising is taking on renewed activity in Dallas. Encouraging factors, according to the last report of the Federal Reserve Bank at Dallas, are: increasing bank deposits, favorable crop conditions, rising livestock values, and a larger volume of public spending.

Liberal newspaper space was used during April by the Val Blatz Brewing Company of Milwaukee to introduce Blatz Chewing Gum, "The new grape-flavored sensation," to the people of Texas. A prize letter contest with twenty-four cash prizes from \$50 down to \$5 was conducted the first sixteen days of the month and the prize winners were announced in ads two weeks later. Each advertisement gave the rules of the contest and called for letters telling why the writer and four friends like the new grape gum. The same company also ran frequent ads on Blatz hop flavored malt syrup.

## New Shoe Campaign

The Nettleton Shoe Company, the last of April closed a fifteen-year lease on a store building in the Adolphus Arcade and opened an advertising campaign. Newspaper copy will be supplemented with outdoor advertising.

One of the most noticeable events of the month was competitive

*What Blatz Brewing, Armstrong Cork, Maytag, and Other Advertisers Are Doing in Dallas This Spring; Business Generally Shows Gains in Texas*

advertising of Puritan malt, Budweiser malt syrup, Blue Ribbon malt extract and Blatz malt syrup. Coffees and teas most advertised were Folger's, M. J. B., Canova, and Maxwell House, and Ridgeway's tea. The growers of India tea run ads from time to time. The Price Flavoring Extract Company is boosting its sales with frequent newspaper ads of

varying size and car card and outdoor advertising giving hints for use of Dr. Price's vanilla to make cereals and other foods appetizing.

A one week food show conducted by one of the local newspapers resulted in exhibits and advertising by a number of companies for nationally advertised foods and household appliances. Other food products advertised regularly are: Del Monte products, Mrs. Tucker's shortening, Gebhardt's Mexican foods, Armour's Star ham, White House rice, Heinz 57 Varieties, Canada Dry ginger ale, Kellogg's cereals, Borden's condensed milk, and National Biscuit Company products.

## Maytag Busy

The Maytag Southwestern Company has recently opened headquarters in Dallas for the distribution of the Maytag electric aluminum washer, and stores are being opened up in other larger Texas cities. The Maytag had been distributed through department stores. Ads up to half a page are run once or twice a week and salesmen are being called for. An extensive advertising campaign throughout the state is being planned for this summer and posters will be used in addition to newspapers and local publications. The local power and light company during April offered a 27 by 54 inch rug free with each Premier Duplex vacuum cleaner sold.

Armstrong Cork Company in advertising Armstrong's linoleum has used more space locally

# Can you use \$50<sup>00</sup>?

Only one more day!

## \$200<sup>00</sup> in Cash Prizes

TO TEXAS PEOPLE

**24 Prizes  
24 Chances to Win**



First prize \$50; second prize \$25; 24 prizes totaling \$200.00. One more day—tomorrow, April 16th, the contest closes. But there's still time for you to win! Talk to four friends about it today, then write us a letter telling us why you and your four friends like Blatz Gum—with the Refreshing Grape Flavor.

This delicious new gum flavor has captured the country! Try it—win a big cash prize! Address your letter to Val. Blatz Brewing Co., Attention of Blatz Gum Contest Editor, Milwaukee, Wis.

# Blatz

## GUM

*with the REFRESHING GRAPE FLAVOR*



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# More Than 60,000—

That is the circulation of the Akron Beacon Journal in a market of more than 300,000 people. If the regular figures of five people to the family are taken, there is an Akron Beacon Journal sold to every family in the Akron market.

## In the Akron Market—

Akron ranked second in amount of wages and second in the value of manufactured products in Ohio, although it was fifth in population. Corresponding cities were as much as \$100,000,000 behind in the value of manufactured products and similarly lower in wages.

## With Such High Per Capita Wealth—

These high wages per man make a tremendous buying power and a market that will stand intensive cultivation. That is the reason why the Akron Beacon Journal carried enough advertising in 1926 to rank first in Ohio and sixth in the U. S. in advertising lineage among six-day newspapers.

# AKRON BEACON JOURNAL

*Member of the 100,000 Group of American Cities*

ec [ STORY, BROOKS & FINLEY, Representatives ] ee  
NEW YORK PHILADELPHIA  
CHICAGO LOS ANGELES SAN FRANCISCO

than any other household appliance or furnishings company. Toilet and drug products show considerable advertising activity, with the Lambert Pharmacal Company using a full page occasionally and frequent smaller copy to advertise Listerine. Other advertised products are: Squibb's dental cream and Squibb's milk of magnesia, Palmolive soap, Eugene permanent waves, Forhan's dental preparations, Cuticura soap, Pepsodent, Fleischmann's yeast, Bayer aspirin, Phillips' milk of magnesia, Ironized Yeast, Tiz, Kotex, Black and White beauty creations, Bourjois Java face powder, Vivaudou Mavis face powder, Coty powder, and La Creole almond lotion.

Made in Dallas Week was observed with a large volume of advertising locally for products manufactured in Dallas during the last week of April. Speakers at most of the luncheon clubs told of the various things made in Dallas. Wilkins Trunk Manufacturing Company held their silver anniversary sale with a 20 per cent discount on their line advertised. The Morton Milling Company is holding a series of weekly cash prize contests in the interest of La France Flour. Other Dallas made articles advertised are: Davis Hats, Sta-Lok asphalt shingles, Universal window shades, Anchor awnings, Fred L. Lake & Company rubber stamps, and Ferrasal.

#### An Early Season

**M**ORE than half a million hats for women were made in Dallas during the last year by eight companies. Many of these make distinctive Texas and Southwestern styles for the early Spring, where warm weather demands styles in advance of New York and Paris. These manufacturers, all of which advertise locally and most of which advertise throughout the Southwest are: Baron Brothers Millinery Company, Higginbotham Millinery Company, Dallas Hat Company, Rosenfield-Rosen Millinery Company, Lichtenstein-Mittenthal Company, Fox-Coffey-Edge Company, Daniel Millinery

Company, and Goldstein Hat Manufacturing Company.

Among the tobaccos, Lucky Strike cigarettes are being advertised most. They are localizing their testimonial campaign by using testimonials from prominent local people. One-fourth page of newspaper copy is being run every three days. A picture of the person together with a cut of the package and the slogan, "It's toasted, your throat protection," were prominently displayed. Outdoor advertising is also being used extensively. Chesterfield and Camel are the only other brands using much newspaper space. They take one-third to one-fourth page at intervals of several days. Posters are being used for these brands as well as for Fatimas.

#### Tobacco People Active

**M**AKERS of several brands of cigars using newspaper space liberally. Among these are: White Owl, William Penn and Tom Moore brands using up to one-fourth page and occasionally more about once a week; Lovera, George W. Childs, and Travis Club. Small newspaper copy is being used once a week for Edgeworth smoking tobacco. Posters are used exclusively for Velvet tobacco. The new Old Gold cigarettes are not yet being advertised here.

Besides the tobacco companies and automobile makers, other heavy users of posters are: Cook-lite, "the new shortening"; Coca Cola, Dr. Pepper with the slogan, "Three a day will keep energy up"; Del Monte food products, Sun Maid raisins, Metzlers candies, Baby Ruth candy bar made by the Curtiss Candy Company of Chicago; Calumet baking powder, Davis baking powder, Palmolive soap, Fisk tires, Folger's coffee, Maxwell House coffee, M. J. B. coffee, United States Rubber Company, Peaslee-Gaulbert Company, Johnson & Johnson First Aids; B. V. D., Ferrasal, Kelvinator, El Food products, Joy-Synth Brilliantine, Stewart Warner products, and Florsheim shoes. The new Lux toilet soap is being advertised chiefly on car cards.

The greatest activity in automobile advertising has been by General Motors. Full, half and quarter pages in newspapers have been used several times a week in announcing the introduction of the new G. M. C. speed truck with the six cylinder Buick motor. General Motors Truck Week, April 18 to 23, was widely advertised. Other General Motors products were well advertised. The newspaper advertising will be supplemented by generous twenty-four sheet poster advertising during the next month. Posters have been used the last month for their seven pleasure cars. Their new product, the LaSalle, is being pushed here.

Frequent full pages and smaller newspaper space as well as posters are being used to announce that the Chrysler in the four years of its existence has increased in money volume of sales from twenty-seventh to fourth place in the industry. Both posters and newspaper space are being used to announce that in the Hudson-Essex line the "Super-six principle is released to full capacity."

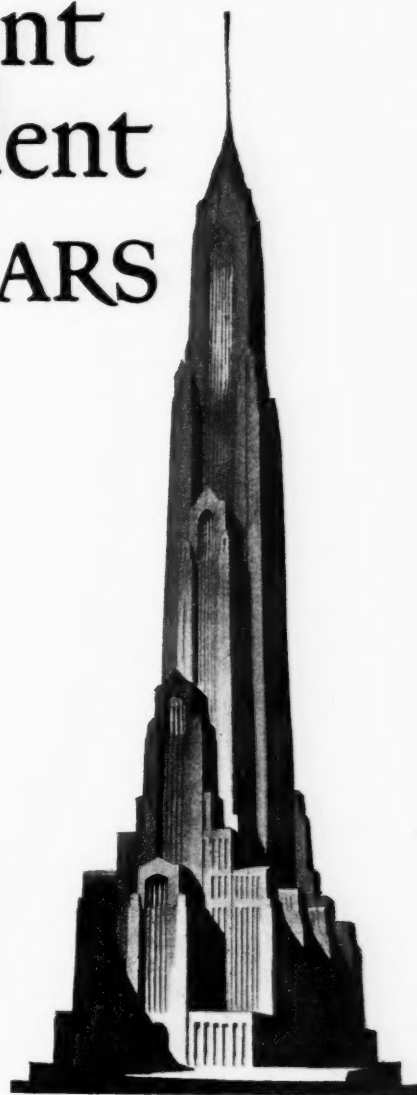
Office appliance sales agencies report that while April volume of sales dropped a little below that of April last year, a slight increase was shown for the first quarter this year over last year. An unusually rainy Spring retarding agriculture and a sharp decline in the price of crude oil were given as reasons for present conditions.

#### LASALLE, CADILLAC ALL "LIT UP"

**T**WO rather celebrated explorers, Monsieurs de la Salle and Cadillac, who have recently been identified with the expansion of General Motors Corporation, arrived in Times Square the other day in one of the largest electrical signs the White Way has ever seen. The sign is 96 feet 6 inches wide, and 58 feet 6 inches high, and was erected by the General Outdoor Advertising Company on the Hotel Hermitage.

Employed in the erection of the sign were 52,500 feet of wire and 12,837 lamps.

# FOR MEN who want to become independent in the NEXT TEN YEARS



*"Since then there has been the greatest growth in our history—more business done, more fortunes made, than ever before."*

make them masters of the larger opportunities in business.

"FORGING AHEAD IN BUSINESS" is a cheerful, helpful book. It is yours for the asking. Send for it. Measure yourself by it. Look clearly, for a few moments, into your next few years. Whether or not you will follow the path it points is a matter that you alone must decide.

**ALEXANDER HAMILTON INSTITUTE**  
853 Astor Place New York City

Send me the new, revised edition of "Forging Ahead in Business," which I may keep without charge.

Signature..... *Please write plainly*

Business Address.....

Business Position.....

IN the spring of 1937 two men will be sitting in a downtown restaurant.

"I wonder what's going to happen next year," one of them will say. "Business is fine now—but the next few years are going to be hard ones, and we may as well face the facts."

The man across the table will laugh.

"That's just what they said back in 1927," he will answer. "Remember? People were looking ahead apprehensively—and see what happened! Since then there has been the greatest growth in our history—more business done, more fortunes made, than ever before. They've certainly been good years for me . . ."

He will lean back in his chair with the easy confidence and poise that are the hallmark of real prosperity.

The older man will sit quiet a moment and then in a tone of infinite pathos:

"I wish I had those ten years back," he will say.

TODAY the interview quoted above is purely imaginary. But be assured of this—it will come true. Right now, at this very hour, business men are dividing themselves into two groups, represented by the two individuals whose words are quoted. A few years from now there will be ten thousand such luncheons and one of the men will say:

*"I have got what I wanted."*

And the other will answer:

*"I wish I had those years back."*

In which class are you putting yourself? The real difference between the two classes is this—one class of men hope vaguely to be independent *sometime*; the

other class have convinced themselves that they can do it within the next few years. Do you believe this? Do you care enough about independence to give us a chance to prove it? Will you invest one single evening in reading a book that has put 300,000 men on the road to more rapid progress?

This book costs you nothing—and for a good reason. It is worth only what you make it worth. It explains how for more than eighteen years it has been the privilege of the Alexander Hamilton Institute to help men shorten the path to success; to increase their earning power; to

**Alexander Hamilton Institute**  
*Executive Training for Business Men*



IN CANADA, address Alexander Hamilton Institute, Limited, C. P. R. Bldg., Toronto

IN ENGLAND, 67 Great Russell St., London  
IN AUSTRALIA, 11c Castlereagh St., Sydney



# Retail Sales Slow in Portland, But Building Is Active

**P**ORTLAND, as a whole, viewed from her bank clearings, postal receipts, and building activities, is in a healthy condition, though it cannot be denied that retail business is decidedly slow in almost all lines, and has been for some time.

The imports and exports from the port of Portland also are very satisfying. The foreign imports during the first quarter of 1927 show a marked increase over the same period in 1926. The total imports for that period were 30,090 tons, as against 25,817 tons for the first quarter of 1926, an increase of 4,173 tons, or 16 per cent.

## Lumber Exports Decrease

**I**N EXPORTS, the most noticeable increase has been in fresh apples, the figures to date for this year being 1,600,000 boxes, plus; the greatest number before in the last five years was 1,165,285, in the year 1924-25. Exports of canned goods have been 25,756,000 pounds. The lumber exports for March 1927 in foreign shipments alone were 19,900,496 feet, and for the first quarter, 52,133,403, this being a decrease of 13,143,520 feet as compared with the first quarter of 1926. Foreign shipments of wheat decreased 1,079,584 bushels over the same period in 1926.

Portland has developed tremendously in the building line for the last two years, and is still forging to the front. At first the development was largely in residential construction, but recently a number of office buildings, large apartments, and residential hotels have been erected. Among them may be mentioned the new Terminal Sales building on Morrison and 12th streets, devoted mainly to manufacturers' agents; the Pacific building, on Yamhill

*Apple Exports Increase 1,600,000 Boxes; Boncilla, Carnation Milk, Maxwell House Coffee, Kraft Cheese, Push For Sales*

street, opposite the old postoffice; the Public Utilities building, now under construction; the Heathman Hotel; the Studio, or Fine Arts building, almost completed; and a tremendous combined theater and hotel project, for which ground has just been broken on Broadway and Salmon streets. A good deal of eastern and California capital has been invested in recent months in Portland real estate and building.

A regrettable incident was the liquidating of the Northwestern Bank, one of Portland's largest financial institutions, as the result of a run upon the bank caused by malicious and untrue reports. The Clearing House, and the First National and United States National stood behind the Northwestern, the latter banks guaranteeing depositors, both of the savings and checking departments, their money in full. The bank building, a magnificent modern structure, is to be sold, and all its other assets turned into cash as rapidly as possible.

## Dairy Company Stages Contest

**A**N INTERESTING local advertising campaign in which large newspaper space was used, as well as many window posters, was that of the Western Dairy Products Company, which has been conducting a contest for a name for a new electrically refrigerated brick of ice cream, and for the best descriptions of the new product. A prize of \$1,000 has been offered for the best name, a distinctive name such as "mousse," "sundae," or "bisque"; \$250 for the best description in not more than a hundred words;

\$20 each for the next twenty-five best descriptions, and \$10 each for the next best twenty-five. This contest closed the night of April 30. Until an award was made the brick has been termed the "New-Name Brick."

At the present time the local plant of Swift & Company has been placed on the "unfair" list by the labor unions, because of labor difficulties, and there is a threat of boycott against their meats by refusing to cut such meats in local markets.

Carnation milk has always been a heavy user of newspaper space in Portland, and they are now advertising the fact that it is twenty-five years since the first Oregon milk was distributed under the Carnation label. It is a popular seller in the city.

## Observe Gas Range Week

**O**NE local paper is running a good-sized space advertising a new Boncilla product, a rouge which combines two color-harmonized tints; it is packaged with three other Boncilla products at an introductory price of 50 cents. The campaign for the rouge will be continued throughout the summer months.

Beginning the first of April, and running each Friday, Blue Ribbon malt extract will be advertised throughout the rest of the year. Local distributors are Hays & Brehm.

Armstrong linoleum has been running excellent copy, with fine art work, in local papers, stressing the idea of re-furnishing and freshening the home for summer, and local dealers who handle their products have tied-in with their own advertising copy, and also excellent window displays. The Armstrong Company cooperates with its dealers by furnishing unique window displays. The

(Continued on page 1058)

\$25,000 or over?

ILLINOIS (Cont'd)

MISSOURI—		MISSOURI (Cont'd.)		TENNESSEE (Cont'd.)	
Aas Grove	40	Wellsville	13	Obong	97
Beane Terre	24	West Plains	90	Okla	41
Bellevue Green	24	Wilson Springs	100	Olney	41
California	22	Clayton	100	Petersburg	41
Camden	24	Weldon	100	Pickensville	41
Cape Girardeau	100	<b>ILLINOIS—</b>		Pittsfield	41
Cape St. Vincent	24	Altamont	25	Ridgway	41
Chaffee	40	Alton	100	Richmond	41
Chillicothe	24	Anna	100	Rodhouse	41
Columbia	100	Antumnung	100	Rushville	41
Concord	24	Barry	100	St. Elmo	41
Dexter	24	Berkston	100	Sadale	41
Dix	24	Benton	100	Springfield	25
East Prairie	20	Bloomington	100	Stammon	41
Elgin	20	Bluffs	100	Stanton	41
Elmwood	20	Branza	100	Stonington	41
Farlington	67	Bushall	111	Tamora	41
Farmington	24	Calco	100	Tennant	41
Flat River	20	Cardonella	75	Tuscola	41
Forrest	24	Carlyle	100	Union	41
Fredrickston	20	Carrier Mills	100	Virginia	41
Fullerton	24	Carrollton	200	Waco	41
Hagerman	28	Carversville	100	Waverly	41
Hague	24	Cass	77	Wentworth	41
Huntsville	100	Centuria	132	Whitakers	41
Ilmo	100	Chester	100	Willaville	41
Jackson	176	Chrysler	100	Winchester	41
Jefferson City	100	Clayton	75	Wright	41
Kirkville	130	Clinton	100	Belleville	41
Kennett	24	Cuba	100	East St. Louis	200
La Plata	24	Deatur	100	Granite City	41
Ladelle	24	Dyersburg	100	Ventice	41
Ladson	24	Edwardsville	400	<b>TENNESSEE—</b>	
Lamar	24	Effingham	100	Tennenden	41
Macao	40	Fairfield	100	Erzbrough	41
Macomb	24	Flora	100	Greenfield	41
Mexico	250	Goldconda	20	Marion	100
Monroe City	24	Graville	100	Tiptonville	41
Monroe City	24	Herrin	100	Union City	41
Morrisburg	24	Hickman	100	<b>INDIANA—</b>	
Morrisburg	24	Hillboro	40	Castland City	41
Mountain View	14	Johnson City	100	Princeton	41
Nashville	24	Lanesville	241	<b>ARKANSAS—</b>	
Palmyra	200	Litchfield	100	Kenefucke	41
Paris	24	Lincoln	75	Hardwell	41
Piedmont	24	McLeansboro	100	Clay	41
Poplar Bluff	24	Macomb	100	Madison	41
Republic	24	Marion	100	Hickman	41
Ridgely	24	Marion	100	Marion	41
St. Charles	24	Massachusetts	100	Mayfield	41
St. Genevieve	24	Mattoon	100	Paducah	41
St. James	100	Meriden	100	Princeton	100
St. Louis	24	Merton	100	Providence	41
Sedalia	24	Mount City	100		
Shelbiana	24	Myrtle	100		
Sikeston	24	Myrtle	100		
Springfield	612	Myrtle	100		
St. Louis	24	Myrtle	100		
Troy	20	Myrtle	100		
Union	24	Myrtle	100		
Vandalia	20	Myrtle	100		
Waco	24	Myrtle	100		
Wentworth	24	Myrtle	100		
Winchester	24	Myrtle	100		
Wright	24	Myrtle	100		
Yellville	24	Myrtle	100		

*People like these*



The total number of people estimated to be worth \$25,000 in these towns is 22,645.

How about it?  
Wouldn't you conclude that these people are well worth reaching with advertising in this economical and efficient medium?

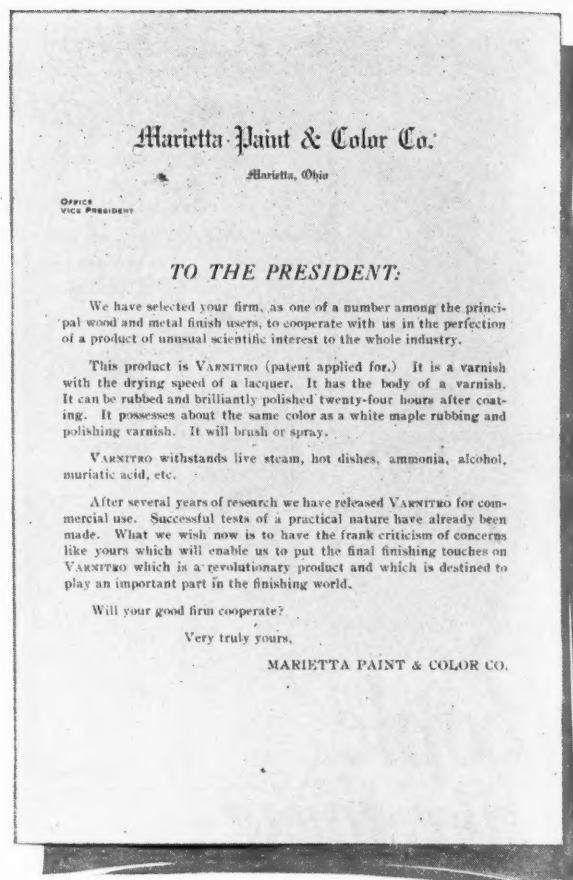
## The 49th State



J. R. Scolaro.....Detroit  
C. Geo. Krogness.....San Francisco  
Dorland Agency, Ltd.....London



*A simple invitation printed on white note paper, and addressed to the president or other major executive of big concerns the company wanted to sell, brought many replies from the officials addressed and enlisted their personal interest in tests on the new product. A simple return card was enclosed.*



## How Marietta Paint Introduced a New Product

**W**HEN the development of a new varnish was completed in July, 1926, by the Marietta Paint & Color Company of Marietta, Ohio, they cast about for some method of introducing the product to prospective buyers which would be more effective than the stereotyped plan of having salesmen call to leave a sample for a test. A direct-mail "invitation" campaign solved the problem and resulted in direct orders for \$22,400 worth of Varnitro—about 10,000 gallons—within ninety days.

This product, developed after several years of experimental work, is for use on furniture, musical instruments, and other articles where surface treatment is required. It embodies a combination of the qualities of lacquer and commercial varnish.

### *"Invitations" to Big Prospective Users to Help Complete Tests on New Varnish Close \$22,400 Worth of Orders in Ninety Days*

The first step taken to introduce Varnitro was the compilation of a selected list of executives of the largest companies using varnish products. To these were sent "invitations," asking them to cooperate through tests made in their own plants in the frank criticism of Varnitro. Return cards were also sent, numbered to correspond with the invitations.

#### **Personal Interest From Prospects**

On most of the returns received the presidents themselves answered the invitations, G. A. La Vallee, director of sales for the

company points out.

"These technical matters are usually foreign to the chief executive and are generally referred to the factory superintendent or the foreman finisher," Mr.

La Vallee said. "But in this case (and the success of the campaign depended upon this factor), the executives followed the tests through personally. This not only accomplished the prompt testing of the material, but also enlisted the interest of the entire organization because it was instituted by the head of the concern."

The result of the campaign was that in approximately ninety days around 10,000 gallons of Varnitro were sold at an average price of \$2.24 a gallon. This was composed of orders for five and fifty-five gallon drums, which were

*(Continued on page 1080)*



# This Advertiser or a Competitor?



**Duco—Easy to Use—Dries Quickly!**

WAKEN the sleeping beauties in your home—with Duco! A dash of "charm" value here—a refinement of good taste there—a beautiful blend of harmonious tones—a few eager moments with Duco, and you can banish dull surroundings from your house, and bring warmth, cheerfulness, light, grace! The Duco is such a "go" at whatever don't have to wait to see how the job "comes out"—it is dry in less than an hour! The coat comes from handling it well! No more about the house! Give warning the youngsters away! And how beautiful the results!

(The bed shown above is painted in just Duco Dyes, and they dry very crisp.)

There is only ONE Duco — DU PONT Duco

From Good Dealers Everywhere



## Which Will Use City Directories?

Everybody knows Duco. Everybody intends to use it—sometime. But when the time for painting comes around, how many of the thousands predisposed toward Duco by national advertising, will know the Duco dealer or where he is?

Many will know, of course, but many others will not. And the others, whose desire for Duco is transferred to a competitor are a needless drag on the effectiveness of hard-hitting advertising.

The simplest way of filling the gap between

the dealer and prospect is to use the City Directory. Space in the new "Branded Products Section" in each directory city, listing Duco dealers, means greater effectiveness for every other piece of Duco advertising. *It will tell a man, when he wants Duco, where to get it.* And this space may be bought on a single contract with the usual agency commission.

The Directory story is told in detail in our new booklet "Closing the Sales Gap." May we send you a copy?

ASSOCIATION OF NORTH AMERICAN DIRECTORY PUBLISHERS

528 Broadway, New York City

**USE THE CITY DIRECTORY**  
More than a billion consultations in 1926

# What Our Readers Think Of An "Audit Bureau for Advertisers"

IN YOUR issue of April 16, I was especially interested in an article by one of your editors, Roy W. Johnson, who "Suggests Plan to Eliminate Fakery in Advertising." The article expresses very forcibly some ideas that have been floating around in the back of my mind for some time. And I am compelled to admire the courage of any publication that prints such an article.

AUSTIN J. CARSON,  
Austin J. Carson and Associates,  
New York City.

THE article in your April 16 issue, attacking advertisers for untruthfulness and the attempt to prey upon a credulous public is very thought-provoking and your editorial suggestion of an "Audit Bureau of Advertising" is interesting.

I had the privilege of listening to the remarkable address of John Benson at Cambridge, February 15, to which your author refers. It was a powerful arraignment and it made a profound impression.

I am inclined to believe that your present author is somewhat too lugubrious and sweeping in his views. The truth in advertising movement has done much more than you would think if you depended on the impression left by his article. Nevertheless, there is no doubt that there is vastly too much deception, too many unwarranted claims and ambiguous statements in high places.

As to your suggestion for a board of review, it might be possible. I would only point out that the job would be much more difficult than that of the A. B. C., as great as that was and is. The latter confines its operations to auditable facts and sternly refuses to be led into giving opinions or deciding between opinions. The suggested board of review would, it seems to me, necessarily be dealing with opinions every step of the way.

It is a clean-cut proposition for the A. B. C. to say that a publisher does or does not give premiums, but it refuses flatly to say whether the circulation is good or bad. If, however, the proposed board of review had to decide whether or not chewing gum promotes digestion or orange juice has an alkaline reaction in the stomach, or hooch promotes longevity, they probably would find plenty of medical authority ranged on both sides of each question. Then what to do?

I am far from being one of those whose answer to every new idea is: "It can't be done." There may be ways of accomplishing the object without the use of a board wielding a big stick. It might be quite possible to get together a bunch of forward-looking advertisers and their agents who are so convinced of the importance of this thing that they would readily agree to yield their point to the opinion of a board of their fellows, even though their own chemists or other experts and a goodly number of outside experts felt they were justified in the proposed statement.

In other words, this thing would have to be put over by a crowd of militant fanatics. If there were any in the organization who would go just as far toward

misrepresentation as they could get away with, there would be continual trouble and friction.

Finally, if a thing like this were tried, "Audit Bureau of Advertising" would be a very bad name; first, because it would violate the very principles it was organized to uphold. It would and could be in no sense an audit. In the second place, it would cause confusion by the similarity in name to the Audit Bureau of Circulations, thereby implying connection with another institution. This is another thing that no respectable advertiser would knowingly do.

O. C. HARN,  
Managing Director,  
Audit Bureau of Circulations, Chicago.

THE article "Suggests Plan to Eliminate Fakery in Advertising," has been read with a great deal of interest.

The writer starts off with the statement, entirely unproved, that advertising is only 20 to 40 per cent as effective as it formerly was. Advertising is no different than any other commodity that has increased in cost since 1912, and it is probable that this increase has not been nearly as great in percentage as the increase in cost in securing distribution. Yet there are no concerns going out of business because of this.

It seems to me that the writer has taken isolated conditions and attempted to generalize on them all through the article. There are many things in current advertising that are not 100 per cent perfect.

The idea behind an Audit Bureau of Advertising is sound in principle, but probably impractical. The Audit Bureau of Circulations has an entirely different problem, since in auditing circulations they are weighing known factors. The number of copies printed, distributed and paid for can be checked on a mathematical basis. When you come to advertising claims, one man's opinion is as good as another, and only last week a local physician of considerable prominence made the statement with reference to the alkaline effect of orange juice which this article ridiculed.

In Indianapolis we hear considerable from the local retailers about the results of advertising in previous years as compared with their present results. Usually the advertiser claims that copy is not nearly as effective today as it was ten years ago. However, when you sit down and check cold figures with these same advertisers, you will find that they are putting a smaller percentage of their gross volume into newspaper advertising than they were in the former "golden" years.

I think it is a human tendency to glorify the past. At least the average retail merchant has this tendency, and personally I do not believe that concerns with sound management and adequate advertising policies have any real complaint as to the results they are getting from their 1927 advertising.

It seems to me that if SALES MANAGEMENT wants to do a real constructive job for advertising, it would be much better to conduct a scientific analysis going back into the period from 1910-1914 and from 1920-1926 to get an accurate comparison

as to the percentage spent for advertising and volume of business. I think that an accurate analysis would indicate that other factors than advertising are at fault, if the business is not prospering.

Certainly a firm like General Motors that used, for example, 80,000 lines of space last year in the *News* alone on the Buick automobile, is not complaining about the results secured from advertising.

FRANK CARROLL,  
Advertising Director,  
The Indianapolis *News*,  
Indianapolis, Ind.

I HAVE read the article "Suggests Plan to Eliminate Fakery in Advertising," in your issue of April 16. I think the article is very interesting indeed, and I also think that your final suggestion of having some bureau to review advertising has possibilities. It doubtless would be an elaborate and expensive undertaking, as I have had recent occasion to feel, in taking the same matter up with the American Medical Association concerning pseudo scientific claims in advertising. This may properly become a joint responsibility of publishers, as they have the right of censorship and an obligation not only to advertising but to their readers.

I am heartily in accord with your thought that advertising today is not as sincere as it should be, and is hurting advertising with a pseudo scientific foundation, especially along the lines you mention; but I also feel that much progress has been made in the consumer service rendered by modern advertising which is straightforward, informative, suggestive, and reserved. This is the other side of the picture, and should be referred to in your article, in order not to improperly impugn advertising. The note of alarm should be sounded, but not in a pessimistic vein.

As a matter of fact, I do not believe there are many advertisers today who are deliberately trying to fool the public. They are endeavoring to build up a plausible and distinctive story about their merchandise, and in doing so have made, in many cases, an improper use of scientific support. It is so hard to be distinctive in advertising copy these days, and that leads to far-fetched argument and insincere claims.

JOHN BENSON,  
Benson & Gamble, Chicago.

OF COURSE I have observed some regrettable lapses in the so-called upward trend of advertising. I was really horrified to see, about a year and a half ago, a revival of such outrageous types of patent medicine advertising as those offering the cure or the prevention of tuberculosis.

It was not so surprising to find that there are still people who are willing to make a profit out of the fears and hopes of tuberculosis sufferers. The thing I couldn't understand was the action of a really large number of publishers in admitting these charlatans to their columns. It was occasionally explained that only the little, poverty stricken publisher was



Luncheon given by General Charles H. Sherrill to New York members of The Associated Business Papers, Inc., and guests, to His Excellency, Honorable Giacomo di Martino, Italian Ambassador.

"**G**ENTLEMEN: You are all business men, or you are all interested in the business of this country. It is a fortunate thing for any diplomat to have the opportunity of meeting business people; because you know that diplomacy has undergone a great change in recent times. The old secret diplomacy built up in the mystery of cabinets is gone. Diplomacy has one necessary basis—economics."

In this fashion did His Excellency, the Italian ambassador, open his address on the Facismo as the opposer of Bolshevism and the builder of commercial and industrial Italy, before the business publishers.

Just as the Italian ambassador recognizes the place and purpose of the business press as an exponent of economic opinion and fact free from political bias, so in every city there are weekly held luncheons and dinners with business editors and publishers to discuss the trend of business and the flow of trade.

Why? Because the business press today

is the maker of business opinion. Because in the complexity of modern business in its sweep from raw material to the retail counter, the business press offers the only economical means, through its editorial and advertising pages, of reaching the highly specialized needs of the professional, technical, industrial and merchant buyers.

More and more advertisers are capitalizing this great audience of business men brought together and made possible by the business press. Taken as a whole they constitute a working council of American business in the professions, trades and industries.

The growth of business paper advertising has come because more and more advertisers are capitalizing this great machine of industry promotion. Business papers enable the advertiser to specialize his advertising just as he is specializing his selling effort today.

## THE ASSOCIATED BUSINESS PAPERS, INC.

52 Vanderbilt Avenue, New York



The A. B. P. is a non-profit organization whose members have pledged themselves to a working code of practice in which the interests of the men of American industry, trade and professions are placed first—a code demanding unbiased editorial pages, classified and verified paid subscribers, and honest advertising of dependable products



guilty. As a matter of fact, some very large and prominent publications opened their doors to this type of advertiser and showed the door to the charlatan, only when some advertiser or reader protested vigorously.

There have been other waves recently of the types of advertising referred to. On the whole, however, I have felt that the general trend is upward, though the improvement is sometimes exceedingly slow.

The idea of a new organization somewhat along the line of the Audit Bureau of Circulations is somewhat new to me. Offhand, it seems that the National Better Business Bureau plan ought to meet the need, if it is properly supported. I believe it would be rather difficult to have business men understand and support a new type of organization.

The trouble right now is that advertisers are too little inclined to support any sort of reform or censorship movement. For many years, I have believed that one of the most effective ways of getting better advertising is for the reputable advertiser to stay out of mediums that insist on making a profit out of unworthy stuff. A great many publishers will run both good and bad advertising as long as they can have both kinds.

S. ROLAND HALL,  
Easton, Pennsylvania.

**I** NOTE your suggestion that an organization be formed to protect the consumer with respect to "fraudulent, misleading and exaggerated advertising."

The National Better Business Bureau and the forty-seven bureaus working with it are already doing a magnificent job in this respect, and I see no occasion for any other organization being formed. I think America has the organization habit, and like our laws we could well afford to get along with about half of them. Mergers are the order of the day in business and I think they might be the order of the day in other directions.

JOHN RING, Jr.,  
John Ring, Jr., Advertising Agency,  
St. Louis, Missouri.

**I** N Roy Johnson's article you have something that is causing a real thrill in the hearts and minds of many advertising men. I got a big kick out of it.

There is a real need for a bureau to control advertising. Mr. Johnson offers a suggestion for setting up an "Audit Bureau" to rid advertising of fakers. I think he has used the wrong word. You can audit a set of figures, but you cannot very well audit an advertisement.

What Mr. Johnson says about exaggeration in advertising is undoubtedly true. We have become the worst braggards in the world. As blow-hards we are a joke to the rest of the civilized world.

I am writing a book in which the title of the first chapter is "Building by Braggard." It is shown that from the cradle to the grave we are all bragging part of the time and some of us most of our waking hours.

During the last fifteen years the greater part of all sales effort has featured the seller. The consumer has been ignored.

Take the retail business for example: Our great department stores are educating their customers to wait for bargain sales. They are doing very little to educate people to buy new furniture every two or three years. Every man should change

his garters every time he changes hose and underwear. Every woman should change brassieres or corsets every time she changes her lingerie, but few of them do it and the department stores are making no attempt to show them the advantage of making a complete change of apparel.

One department store runs an anniversary sale this week. The sale is carefully planned and the merchandise bought and priced for the purpose of winning the patronage which the other department stores enjoyed last week. During this anniversary sale the other department stores have their secret shoppers in all departments and next week they will plan special sales to bring their trade back again.

In these special sales the outstanding virtue of the store may be summed up in this one sentence—"The greatest bargains on record, due to our great purchasing power."

The merchandise descriptions may not contain this thought in such plain language, but the inference is there, as a result of the general promotion policy of the store.

Take our national advertising and we find that \$1,000 automobiles are sold with \$5,000 language. In almost every other line there is a certain degree of extravagance—more in some lines than in others. We are engaged in an orgy of exaggeration and it is increasing the cost of advertising to an extent that a multitude of concerns who want to advertise are unwilling to compete with the highly paid talent for exaggeration which is backed up by double page spreads in color.

A night or so ago I spent several hours going through the current issues of three popular magazines. Thirty full page advertisements were carefully analyzed. Twenty-three of them were full of exaggeration. A bureau such as Mr. Johnson proposes may be able to correct this tendency to exaggerate the value of the merchandise and thereby mislead the buying public. In my humble judgment exaggeration may win a temporary advantage, but very often it is a victory that is dearly bought. A little example will illustrate this point.

Three months ago Sam Davis bought his first automobile. He was attracted by the advertising of one of the new cars, the delivery price of which was \$1,032. He bought the car and paid for it.

It made good the claims of its makers for the first 2,000 miles. Then it began to give trouble. Within three months the clutch was relined three times, the battery was recharged four times for one thousand miles of running, the brakes and transmission gave trouble, and by the time the car had traveled 3,200 miles the repair bills amounted to something over \$100.

Sam uncomplainingly paid these bills as they accumulated. He politely talked to other men who owned the same kind of car. Several of them admitted that the car did not measure up to the extravagant claims in the advertisements of its maker. Then Sam reasoned along this line:

"The advertising which inspired me to buy my car has given me a vision of the kind of automobile I want. So instead of condemning the maker I am going to look for a car that measures up to that standard. There certainly must be such a car, or those ads would never have been written. No man could visualize such a car without some knowledge of what a good automobile should be."

For more than a month Sam continued his quest for the car of his dream. He

found it and paid \$1,600 for it. He traded his first car in at a big sacrifice and persuaded some of his friends to do likewise.

This is not a fictitious example, but the actual experience of the writer. It shows the possible bad results of exaggeration and boastfulness in making sales. The first car was oversold. The second car was sold on the basis of its actual quality and performance. Overselling by the first manufacturer helped to increase the sales of a better car at a higher price. There is a note of warning in this experience. We can build a business by exaggeration, but exaggeration is a lie and all lies destroy the confidence of those whose patronage and good will you are trying to win.

I sincerely hope that this indorsement of a new Advertising Bureau may be helpful to those who are backing it. The name which I suggest as being most appropriate is "Bureau of Advertising Control."

There is a great amount of power hidden in this name. It means a bureau with authority to control the statements in the advertising of its members. Such a bureau should have a very large membership, for the simple reason that its emblem in advertisements of members will win the confidence of the public. Advertisers who are outside of the bureau cannot use the association emblem.

It is needless for me to carry the argument farther. Your own imagination will do that.

ROY B. SIMPSON,  
President, Simpson Advertising Co.,  
St. Louis, Missouri.

**T**HE following letter, dated May 3, received from C. French, vice president of Woodward, Wight & Company, one of the largest general supply houses in the South, gives some interesting and accurate information concerning floods in the South:

So many exaggerated reports have been broadcast throughout the country as to conditions existing in New Orleans that we feel you would like to know from us exactly what the conditions are here.

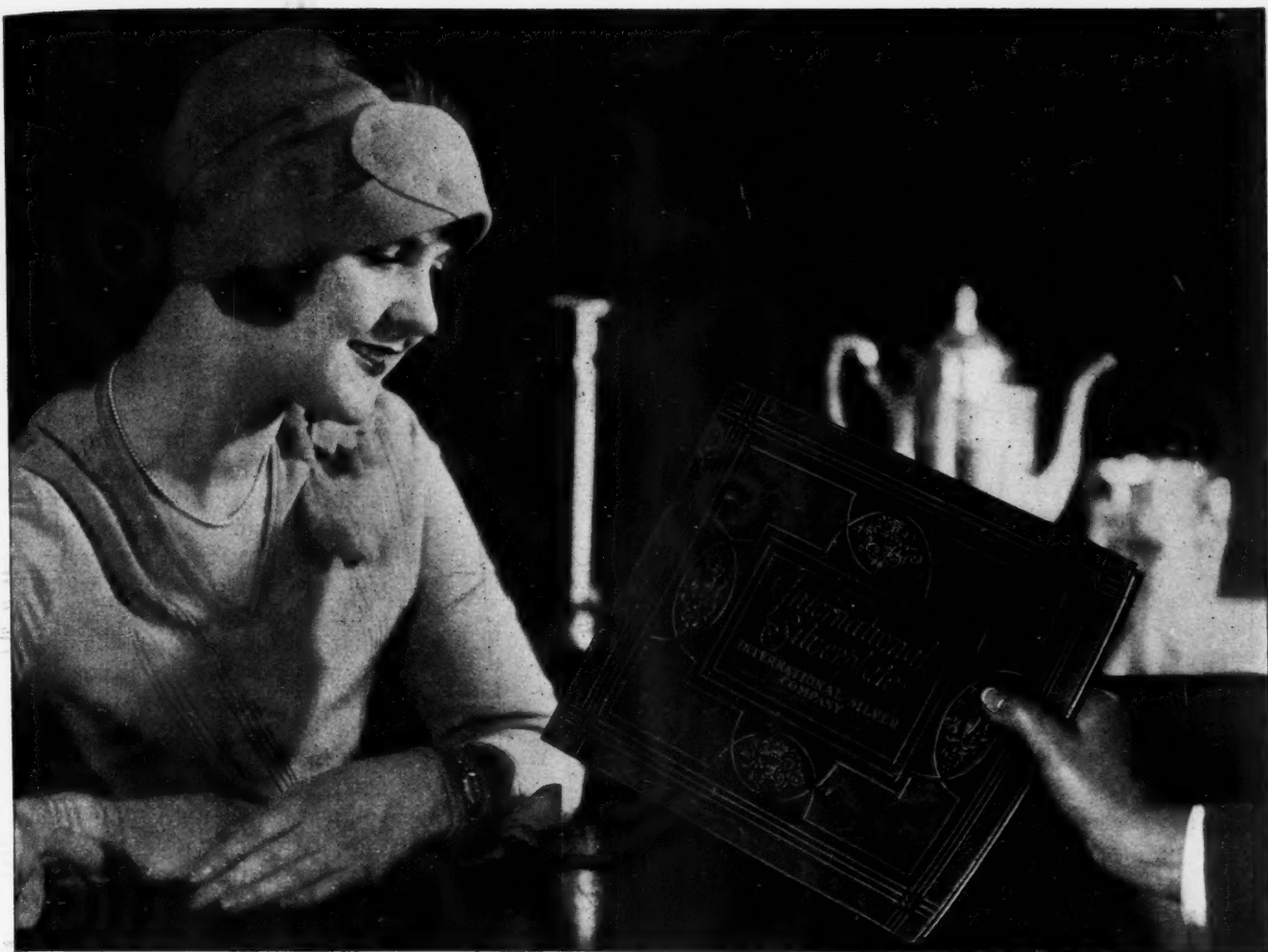
New Orleans has not at any time had any flood waters within its limits. The height of the river at this point has not yet equaled the flood stage of 1922. The cut in the Poydras levee, fourteen miles below the city, which will act as a spillway will keep the flood level below the 1922 point.

The great damage from the river so far has taken place at points north of Vicksburg, Mississippi. It is possible that the river may break through the levees on the west bank (which is the opposite of the New Orleans side) between Vicksburg and New Orleans. Breaks of this character have taken place in almost all periods of high water. However, the bulk of the country which will be flooded will be swamp lands.

Inasmuch as everyone was thinking of the Mississippi River flood, it is easy to see how the country as a whole received the idea that New Orleans was suffering from a flood from the river rather than a small flood from rainfall.

The exaggerated reports are doing a great deal of harm and we hope that you will in every instance, when speaking of this matter, state that so far as New Orleans is concerned it is perfectly protected against the waters of the Mississippi River.

WOODWARD, WIGHT & CO., Ltd.



# When the Customer Takes Your Catalog—

**D**OES it start selling before the book is ever opened? Does the cover inspire enthusiastic admiration—respect—a keen desire to see what's inside? As the jeweler hands this International Silverplate Catalog to his customers, its beautiful appearance, the very feel of its cover—richly embossed—conveys an unmistakable impression of the exquisite creations portrayed within.

As with silverplate, so with automobiles or furniture or hardware or hosiery—a Molloy Made Cover can be created to add tremendous selling power to your catalog, no matter what you have to sell. There is scarcely a line of merchandise manufactured which has not tested—and profited by—the sales value of Molloy Made Covers.

Our full cooperation awaits you when next you plan a book, whether it be a catalog, sales manual, advertising portfolio, or market survey. Write to us for samples and suggestions.

*Commercial Covers for Every Purpose*

**THE DAVID J. MOLLOY COMPANY**

2869 N. Western Ave.  
Chicago, Illinois



Sales Offices  
in Principal Cities

# MOLLOY MADE

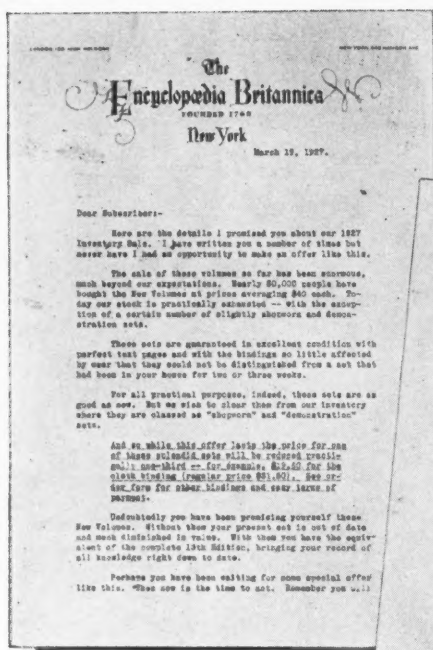
SALES MANAGEMENT, MAY 28, 1927

[1049

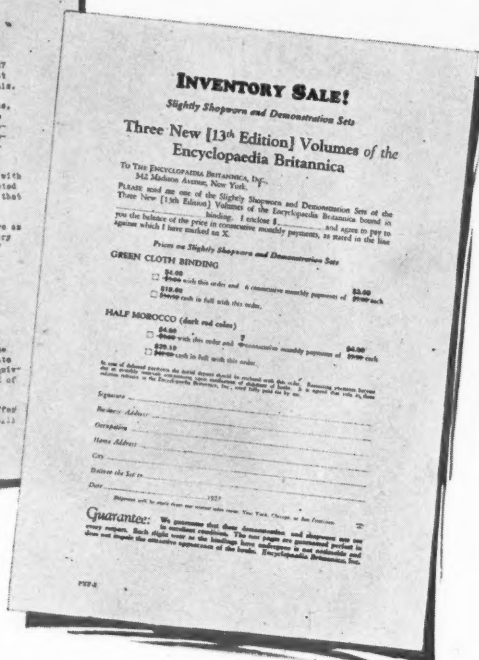
## *Caution!* **Be Sure It's Molloy Made**

*Molloy Made Covers are made only by the David J. Molloy Company, in Chicago. Only by specifying Molloy Made Covers can you be sure of the uniformly high quality which has built their reputation. It has come to our notice that the phrase, "Molloy Type Covers," is being used promiscuously in connection with covers produced by other manufacturers. Look for the "Molloy Made" trademark.*





A recent letter sent out by the Encyclopedia Britannica advertising "slightly shopworn and demonstration sets."



## Encyclopedia Britannica Protests

THE editor of SALES MANAGEMENT has received the following letter from Louis Scaber, vice-president, The Encyclopedia Britannica, New York City:

"Our attention has been directed to an article in your issue of April 16 entitled, 'Suggests Plan to Eliminate Fakery in Advertising,' by Roy W. Johnson, in which certain reckless and unfounded statements are made about the Encyclopedia Britannica Company.

"To make matters worse, these statements appear under a subheading 'The Sucker Baiters Multiply,' the first sentence in this section of the article reading as follows: Advertising in an increasing degree, is becoming a process for baiting, bamboozling and pulling the wool over the eyes of the public, whose patience is assumed to be as inexhaustible as its stupidity. In the next paragraph the Encyclopedia Britannica Company is cited as one example of what is meant by these remarks and a strong innuendo of trickery is added for good measure.

"As an editor you must realize how dangerous it is to print accusations of dishonesty without being sure of your facts; and, as it happens, your facts are all wrong. We have no objection to legitimate criticism, but the introduction of our name in the manner in which it is introduced into this article—an article

purporting to show up unscrupulous dealings with the public—goes far beyond the bounds of legitimate criticism.

"We feel that a retraction and apology are due us."

\* \* \*

THE statement referred to in the foregoing letter was as follows: "Here, for example," is the eminently respectable Encyclopedia Britannica Company working, with up-to-date trimmings, the old 'damaged set' game of malodorous reputation. The game was thoroughly and righteously exposed in so recent a book as Helen Woodward's 'Through Many Windows,' but what of that?"

Our authority for that statement is the direct-mail campaign recently staged by the company, the character of which is sufficiently clear from the accompanying reproduction of letter Number Two. We think that any intelligent reader of Helen Woodward's book would be able to identify the scheme readily

enough, though the books are represented as "slightly shopworn and demonstration sets"—a term which is considerably more euphemistic than "damaged." We are perfectly willing to transpose those terms, if it will relieve the feelings of the company to any extent. Beyond that, we fail to see where any retraction or apology is called for.

### A Condition, Not a Theory

Let us make it clear, however, that our purpose in running these articles on fakery in advertising is not to muck-rake the Encyclopedia Britannica Company or anybody else. It is necessary to name names once in a while in order to be perfectly clear as to what we are talking about, but our purpose is constructive rather than destructive, and we are certainly not singling out any concern in particular for special condemnation. The encyclopedia company is doing nothing more than is being done by most other concerns in the subscription book trade, and in most other lines of mail-order business. The main point is not the inherent morality or immorality of the practice, but the fact that the public is so widely being made aware of the deception, and the further fact that it is casting discredit upon all advertising.

We sympathize with the publishers in their desire to sell books, but we are protesting against a practice that operates against the general interests of all advertisers.

As we have said before, and as we shall say again, it is a condition and not a theory that confronts the advertiser. No amount of quibbling over terms, or taking in one another's washing in the advertising journals, will reduce the steadily increasing discount rate that the public is applying to advertised claims and promises. The rapidly vanishing "margin of credibility," so to speak, is what should seriously concern the advertising fraternity; not the harm that may be done by a given specimen of insincerity, or the degree of moral responsibility that rests upon the advertiser who claims that he is fooling the public to its own advantage.





## The Arch-Enemies of the Sales Force

**T**HEY'RE found in many organizations! The credit man who "duns" without thought or care for diplomacy. The purchasing agent who "rides" his source of supply at the expense of the company. The tactless correspondent who "begs to remain." They kill many orders for a hard-working sales force. Usually, they write those customer-killing missives unknowingly. Yet it is needless.

The Dartnell Service shows the way to business-building letters—to everyone in the organization who writes them.

Sales letters—collection letters—letters to the trade—follow-up letters—legal letters—all kinds of letters prepared so that anyone may intelligently follow them. The right kind of letters that make for team-work within the organization—that create favorable impressions upon the great mass of customers that judge a concern by its letters.

In your office, the Better Letter Bulletin should pay in a single day's mail, the cost of the entire Dartnell Service.

You can prove this to your satisfaction. Let us tell you the names of Dartnell users who have found this true. The coupon will bring to you the complete story of Dartnell Service *by mail*.

THE DARTNELL CORPORATION  
Ravenswood and Leland Avenues  
Chicago

# Dartnell Sales Service

*The World Clearing House of Sales and Service Management*

### Dartnell Service Provides All This

#### Sales Plans and Methods

—special investigations of sales plans and methods issued monthly in tabbed folders and illustrated with charts and other exhibits.

#### News Bulletins for Salesmen

—a clearing house service for bringing to your salesmen the methods and plans used by successful salesmen in all lines of business to increase sales.

#### Better Letter Bulletin

—a most complete treatise issued every other week on all kinds of business letters and arranged in convenient loose-leaf form.

#### Sales Plans and Letters

—practical plans issued every other week for all phases of sales management.

#### Business Building Plans

—portfolio of ideas issued monthly with the necessary material for sales contests and quotas.

#### Monthly Sales Forecast

—a tabulation of buying indices and sales activities factors in 125 centers, including a digest of all leading business forecasting services.

#### Card Index Tabs

—a digest of the best articles on sales topics in leading business magazines—pointedly summarized. Issued weekly.

THE DARTNELL CORPORATION  
Ravenswood & Leland Avenues,  
Chicago, Ill.

Send me by mail the complete story of Dartnell Service.

Name.....

Address.....

City.....



*The Wilson Brothers beautiful show rooms in Chicago and New York are so arranged that sample ensembles can be displayed in long aisles of "dummy" windows.*

## We Found a Sales Plan For Every Dealer

*(Continued from page 1000)*

of the new sales policy, and most of them had in their organizations men who were capable of developing the plan and adapting it to the individual requirements of that particular store. It was the medium sized and smaller sized stores that required more educating.

We have at present just about reached the close of what might be called the "missionary" period of our work on the ensemble plan. It has gained wide enough acceptance so that it is beginning to develop under its own momentum, but we ourselves are only beginning to capitalize its value to us.

The idea has spread from coast to coast, and in all quarters, straws are showing the direction of the wind. Desmond's store in Los Angeles was one retail organization that promoted the idea on a wide scale and got excellent results from it from the beginning. They planned and executed a complete direct mail campaign and linked it up with extensive newspaper advertising. Recently in the interest of the ensemble, they issued an elaborate sixteen

page booklet with a two-color cover, printed on sepia stock, entitled "The Well Dressed Man."

During the first weeks the plan was presented, a contest was staged among the retail sales people of this company, and prizes were even offered for the best-dressed clerk.

A number of our retailers have followed us in the creation of a "Style Committee." For two years Wilson Brothers have had what is known as the "Style Committee" in their own organization, a group of men who are responsible for the designing, creation and manufacture of the complete lines we distribute. This committee studies style trends far in advance of each season, and plans our various lines so that each line of our goods harmonizes to the best style and color advantage, with all other lines.

The existence of this committee has been used as a lever with the retail trade to encourage concentration of buying from Wilson Brothers, our argument being that since all the departments are styled in harmony, it is not necessary for buyers to look elsewhere

for lines whose value depends upon the correctness of their style.

In connection with the ensemble idea, this style committee plan is going to work out greatly to our advantage. Once we get a dealer sold on the ensemble idea, the concentration idea will follow as a matter of course, since our lines are now being fashioned, from the very choice of materials and designs on down to their method of packing, for use in the ensemble plan. Thus it is apparent that when we have had a few more months to get the various parts of our new plan synchronized, we will have a selling structure of formidable strength.

That a number of our retailers have followed us in the creation of style committees, coincident with their adoption of the ensemble plan, is evidence that the plan is working more and more, as I mentioned in the beginning, toward the "styling up" of the entire industry.

Cheasty's store in Seattle is one of these. As a result of their use of the ensemble plan, they have developed an excellent system for marking and identifying merchandise in stock, so that it is keyed to denote its relationship to an ensemble outfit.

### Experiences of Retailers

Samter's of Scranton, Pennsylvania, put the complete ensemble plan into effect, and established their own style committee. This store's success with the new merchandising plan was outstanding. They attributed a considerable share of their increase in December haberdashery business to it—their December volume in these departments ran, in round numbers, about twenty thousand dollars ahead of the previous year.

Another exceptionally fine example of the use of the ensemble plan in selling was the experience of Boyd-Richardson in St. Louis. We were fortunate in cooperating with them on their introductory spring selling campaign held during the week of the convention of the National Association of Retail Clothiers in March.



The teaser advertising campaign used by this company featured a catchy headline, "Gentlemen Prefer Blends," which created a large amount of comment before the campaign opened. During the week of the "Ensemble Exposition," as they termed this selling event, the entire store front—three hundred thirty-four feet of space—was devoted to window displays showing ensembles exclusively. This store won the first prize certificate of award in a contest conducted by the National Association of Retail Clothiers for the best St. Louis ensemble display exhibited during the convention.

### Building Retail Sales

What the ensemble idea can do in the way of creating more sales, if the retail clerks can once be made to grasp its significance, is illustrated in the experience of one of the salesmen in this store. A rural customer sent in an order by mail for several shirts and one or two other items of merchandise, asking the clerk to pick out the patterns. Instead of sending the customer only the assortment of goods he had asked for, the clerk prepared six ensembles and sent them to the buyer on approval, explaining, when he did so, the new ensemble plan the store was putting into effect. The buyer kept all six!

The ensemble plan has helped us, in a number of instances, to open accounts which competitors had had "sewed up" for years. Our salesman had called for many months on one dealer in Mobile, Alabama, without selling him a dollar's worth of merchandise. Then this dealer, having heard of the ensemble plan, asked one of the prominent clothing houses about it. They referred him to us, and as a result of that inquiry, we got our first order from him. In this instance, this dealer represented a key account, so the contact established was regarded as one of distinct value.

This brings me to another point: we have been absolutely unselfish in the promotion of the ensemble plan so far as our competitors' goods is concerned. The

### Byron W. Moser

President, Security National Bank of St. Louis, Mo., says that without The Dictaphone he could not give stockholders full value for the salary he receives



## "We pick our answers while they're ripe"

The Dictaphone enables this bank to handle its correspondence with dispatch and economy

Observe how its President, Byron W. Moser, profits by this modern time-saver. Then act on our coupon offer below.

**Y**OU quickly form the habit of answering letters immediately on first reading. This gives them your best thought and gets them off your mind. You don't wait until several accumulate, 'So it will pay to call a stenographer,' and then waste your stenographer's time and your own while you re-read the letters to refresh your memory.

"That is, you gain all these advantages if you use The Dictaphone," says Byron W. Moser, President of the Security National Bank, St. Louis.

"In our offices," he continues, "Dictaphones save our executives so much time ordinarily wasted in running about, in conferences and in other ways that none would think of doing without them."

"I think any business man makes a mistake if he does not use Dictaphones in his offices all down the line."

To business women, the testimony of Mathilde M. Woltjen, Secretary to Mr. Moser and Manager of the Women's Department of the Bank, is hardly less impressive. She says:

"Today I seldom do transcribing my-

self. I should not be holding my present position if I had not been a Dictaphone secretary. The Dictaphone gave me time and opportunity to show that I could handle many duties and thus become more valuable to the bank.

"We simply couldn't get along without The Dictaphone in my department. I always advise business women to use Dictaphones."



### Mathilde M. Woltjen

Secretary to Mr. Moser and Manager of the Women's Department of the Security National Bank asserts that The Dictaphone enabled her to rise to the responsible position she holds today.

## DICTATE TO THE DICTAPHONE

and double your ability to get things done

### What's Wrong With Shorthand?

#### Executives say:—

If she could only take it as fast as I think."

"I'm forced to dictate short."

"If I could only dictate while it's fresh in my mind."

"When I'm here alone I'm helpless."

"It's the 'ring and wait' system."

That's enough! I'll send in the coupon below on general principles.

### MAIL WITH YOUR LETTERHEAD

Dictaphone Sales Corp., 154 Nassau St., New York City

☐ Please notify your nearest office to let me try the New Model to without obligation.

☐ I want to read what leading executives or secretaries say about increasing their ability with The Dictaphone. Mail me FREE copy of your booklet, "What's Wrong with Shorthand?"

I am a Secretary ☐ Executive ☐ (Check One)

For Canadian inquiries address Dictaphone Sales Corp., Ltd., 39 Melinda St., Toronto, Canada

SM-3 World-Wide Organization—London, Paris, Brussels, Sydney, Shanghai, etc.



## Volume of Circulation as well as Class

**A**DVERTISING analysts concede the proposition that it is not Volume of circulation alone—but the character of its readers that determines the value of a medium.

Numerous instances show that a newspaper of lesser circulation often brings results that a newspaper of larger circulation fails to produce.

### THE Newark Evening News

is unique in this respect: it has BOTH volume and quality and results prove it to be one of the outstanding advertising mediums of the country.

Its 1926 Record, achieved among ALL the six-day newspapers published in the United States, is notable:

**First First**  
**in in**  
**National Automobile**  
**Advertising Advertising**

**First in Classified**  
**Advertising**  
**Second in Total**  
**Advertising**

**Newark Evening News**

*Always Reaches Home*

EUGENE W. FARRELL  
Business and Advertising Manager  
215-221 Market Street, Newark, N. J.

O'MARA & ORMSBEE, INC.  
General Representatives  
New York Chicago Detroit San Francisco

complete plan will be presented without any charges whatsoever, to any retailer who asks for it, regardless of whether or not he buy a dollar's worth of our merchandise. We have communicated freely with many of the leading manufacturers of nationally advertised clothing and enlisted their cooperation in furthering the ensemble idea. The House of Kuppenheimer, for instance, co-operated with us in the introductory campaign for the Meyer store in Cleveland. Hart, Schaffner & Marx, Society Brand, Hickey-Freeman and others, have cooperated in other instances. We take particular pains to make clear to dealers that they can create ensembles from whatever lines they handle. If they discover they can concentrate their purchases with us to better advantage, so much the better. That's what many of them have done, of course.

Now that the bulk of the missionary work has been done toward getting the ensemble idea before the trade, we are beginning, in a constructive way, to make efforts to cash in on the large number of inquiries which have come in as a result of it.

#### The Ensemble Department

A number of important changes have been made within our own selling plan to make it more perfectly congruent with the ensemble idea. We are just now announcing to dealers our plan for an "ensemble department." We found that while the big retailers were capable of working out their own plans, the smaller ones felt the necessity of some concrete suggestions, something definite they could use as a basis for putting the plan into effect in their stores. The recommendation for the creation of an ensemble department, and detailed plans for the establishment of it, were the answer to this need.

Since merchandise in our field is planned so far ahead of time, only now have we been able to get our salesmen organized to help us help the dealers in promoting the ensemble plan, and to give merchants intelligent help in selection of stocks. From now on

our sales force will carry twelve complete ensembles in the ensemble section of their sample rooms. This should help materially in selling dealers on our idea for better merchandising and in turning business our way, once they are sold.

Another important change we have made is in our method of packing merchandise. Formerly shirts were packed three in a box, in the same pattern but assorted colors. Now we are packing certain ranges of them in the same color but assorted patterns. Thus if a man has chosen a brown suit, and he wants a shirt with a tan pattern to fit into the ensemble, he has the more convenient choice of several patterns in the color he wants.

#### A Good-Will Builder

In our emphasis of the importance of color and style harmony in dress, we have developed a "blend chart" to give dealers some basis for the proper choice of the merchandise to make up ensembles. And the last issue of our house organ carried recommendations for choices of color according to complexion.

All these things have developed out of our adoption of the ensemble idea as the nucleus of our own selling plan.

We know during these first six months of effort, that we have had only a taste of the real benefits that can accrue from our new sales policy. Its amazing potentialities are becoming more evident every day. Now that we are planning our entire lines with it as a basis, every year should bring us a larger and larger proportion of benefit. All we can claim to have done up until this time, is to have laid the groundwork. We feel, however, that we have in the ensemble plan an idea which, as leading men in the industry have said, "has sufficient vitality to rejuvenate an industry."

It has already created an immeasurable amount of good will among the trade for us, and I think the few incidents related in this article are testimony to the rapid strengthening of our relations with dealers. Part of this I

attribute to the natural soundness of the idea; the remainder to our unselfish promotion of it. As I see it, a thing of this nature *must* have the cooperation of the industry. It could not be put over with any large degree of success by a single company operating it from purely selfish motives. We know that such a plan widely popularized will result in increased business for everybody, and we know that as sponsors of the plan, we will get our share.

FOREIGN TRADE MEN MEET IN DETROIT

AS SALES MANAGEMENT goes to press the National Foreign Trade Convention is opening its session at Detroit. The first day's program will feature the Canada session, which will be addressed by Canadian spokesmen representing all phases of Dominion foreign trade activities. S. B. Gundy, president of the Canadian Chamber of Commerce, will preside.

The speakers at the general session will include J. A. H. Kerr, vice president of the Security Trust & Savings Bank of Los Angeles, whose address will be, "Banking Service for Foreign Trade"; M. D. Currie, National City Bank of New York, on "The Banker's Contribution to Foreign Trade," and C. C. Martin with an address on "The On-Coming Wave of Foreign Combinations."

Boards of trade and chambers of commerce throughout Canada are sponsoring the Detroit convention, and are sending business delegates to consult informally with American foreign trade business firms and to promote opportunities for mutual trade and understanding.

According to figures recently made public through the National Foreign Trade Council, the trade between Canada and the United States, amounting to \$1,214,000,000 for the calendar year 1926, was the second largest amount of international commerce done by the United States, being exceeded only by United States trade with the United Kingdom. It constituted over 13 per cent of the \$9,200,000,000 foreign trade of the United States.



FIRST in the South  
FORT WORTH STAR-TELEGRAM  
FORT WORTH, TEXAS

The Official Score, Six Months Period,  
Ending April 1, 1927.

Average Net Paid Circulation—Daily and Sunday  
Combined. As Obtained From Government  
Statements.

STAR-TELEGRAM  
Fort Worth, Texas . . . . . 110,065

Evening and Sunday Only  
(Does Not Include Record-Telegram)

COMMERCIAL APPEAL  
Memphis, Tenn. . . . . 107,873

Morning and Sunday Only  
(Does Not Include Evening Appeal)

TIMES-PICAYUNE  
New Orleans, La. . . . . 92,781

JOURNAL  
Atlanta, Ga. . . . . 84,228

NEWS  
Dallas, Texas . . . . . 84,181

CHRONICLE  
Houston, Texas . . . . . 82,650

NEWS  
Birmingham, Ala. . . . . 81,490

OKLAHOMAN  
Oklahoma City, Okla. . . . . 78,725

GAZETTE  
Little Rock, Ark. . . . . 41,148

EXPRESS  
San Antonio, Texas . . . . . 39,177

The above newspapers are leaders in  
circulation in their respective cities

FORT WORTH STAR-TELEGRAM  
RECORD-TELEGRAM  
DAILY AND SUNDAY

More Than 125,000 Daily and Sunday  
Largest Circulation in Texas

Has More Circulation Than Any Other Three Papers Combined in  
West Texas, One of the Richest Sections in the South,  
Covering 1,100 Towns

NO CONTESTS, PREMIUMS OR SCHEMES  
JUST A NEWSPAPER

AMON G. CARTER  
President and Publisher

A. L. SHUMAN  
Vice President and Adv. Director

Charter Member Audit Bureau of Circulations

# If Advertising Doesn't Do Its Own House Cleaning

(Continued from page 1012)

Publishers' Association is in session at New York. The president of the A. N. P. A., Mr. John Stewart Bryan, publisher of the Richmond, Va., *News-Leader*, in his address to the convention, spoke in vigorous terms with respect to the pending charges of conspiracy brought by the Federal Trade Commission against his association in conjunction with the American Association of Advertising Agencies, The Southern Newspaper Publishers' Association, the American Press Association, and the Six Point League.

"In spite of conscious rectitude on our part," he said in part, "it is due to the convention to point out that this proceeding involves the possibility of judgment being entered which, in the absence of legal defense on our part, may result in decision being made and findings being enforced that will almost certainly result in the dissolution of the agency system; the abolition of the agents' commissions and the removal of all differences between local and national rates; and the ultimate censorship of advertising by a government bureau."

## Removing the Cause

THERE is little doubt as to the gravity of charges that have been brought by the Commission, but the ultimate censorship of advertising does not depend upon the outcome of the pending action. The Commission might dismiss its charges for want of proof or on stipulation, without in the least impairing its powers of censorship over competitive advertising in interstate commerce.

The only effectual remedy for a situation of this sort (which, let it be repeated, is not theoretical) is action that will remove the cause and the necessity for governmental interference. Misleading and deceptive advertising has progressed far beyond the point where applications of rhetorical

soothing syrup can allay the suspicion with which it is regarded. There is no question of course as to the integrity of advertising in general, or its value as a contributor to the public welfare and prosperity. But we must contrive some means for making the members of our own household behave with a decent respect for public opinion, else they may bring the whole house down on our devoted heads.

## Three Essential Features

THE Dartnell suggestion of an Audit Bureau, or Board of Review, is of course open to improvement, and we are certainly not committed in advance to any particular type of organization. But it at least has the merit of providing a definite starting point for discussion, and we think that it would work if given a chance. It would not always be just and equitable, and it certainly would not be infallible; but in the long run we think that it would prove a constructive force where any form of external censorship could only destroy.

In any event, we think that the Dartnell suggestion combines the three features that are absolutely essential to the success of any plan that may be devised. These features are:

1. An established authority which may finally and definitely determine and define what advertising is untrue, deceptive or misleading, and what is not.
2. An established method for giving proper publicity to the findings, so that advertisers, agents and publishers may be promptly and adequately informed.
3. A practical penalty for disregard of the findings. The advertiser must understand that if he uses the rejected copy he cannot run it in reputable mediums, and the

publisher must also understand that if he accepts advertising that has been condemned he runs a serious risk of losing desirable business.

Those three features, we submit, are necessary and vital to any plan that will work in practice. The question as to the desirability of copy will frequently be wholly a matter of opinion, and there must be some ultimate authority whose judgment is final. Prompt and adequate publicity is an obvious necessity.

## A Not-Impossible Task

OTHERWISE, human nature being what it is, the practical effect of the enterprise will be about equivalent to that of a pious "declaration of intentions." A purely voluntary censorship would operate about to the same extent as a code of ethics adopted by resolution, or one of the familiar "standards of practice" that are more often honored in the breach than the observance. There are so often so many reasons why a given case should be regarded as an exception!

The success of the Audit Bureau of Circulations in disposing of the circulation liars is, we think, a fair precedent as to what might be accomplished by a membership organization, similarly constituted, with the object of making it difficult or impossible for the liar-in-print to reach the public through reputable advertising mediums. As we have said, the proposal bristles with difficulties; but we also remember how "impossible" it seemed to deal with the circulation liars before the A. B. C. was organized and became established. We think that there ought to be wisdom and courage enough in the advertising community today to tackle this larger problem; to meet it fairly, squarely and sincerely; and to solve it in the same spirit.



# Have Your Sales for the First Six Months of 1927 Been Entirely Satisfactory?

**Y**OU still have the last half of the year ahead of you. There is still opportunity to redeem the first six months!

But you can't rely on the methods that have already proved disappointing—you can't trust to "the breaks," the law of average or to "fall business" to make up for past records.

Why not frankly face the situation—decide that improvement must be made in your sales methods. "Business conditions" are seldom entirely responsible for disappointing records.

When business is really bad, (which it always is in some lines and in some territories) the resourceful sales manager with the right methods still finds opportunity; he profits at the expense of weak and discouraged competitors who cling to futile methods and wait for "business to come back!"

Let this organization check your methods—let us help you shoulder the responsibility of making the last six months of 1927 make up for the first six months. We won't just give you a neat, leather-bound report full of figures, recommendations and plans; but our men will work with you to see it through and long enough to help you turn figures into facts, recommendations into action and plans into sales records.

The cost of this *active* service is reasonable, its resources are practically unlimited.

Tell us briefly in a letter what your chief sales problems are and in reply we will give you a clear idea of how we would undertake to solve them and what the basis of the fee would be.

You can verify our ability to help you by merely asking those whom we have already helped.



**GEORGE L. WILLMAN**

*Sales and Advertising Counsel*

*Special Sales Organization Work*

**DARTNELL CORPORATION**

4660 Ravenswood Avenue

CHICAGO



{ GLADSTONE  
BAG  
Value - \$30.00  
Your  
Cost - \$22.00 }

## Equal in Dollar Cost, but—

When you give Merchandise Prizes in your Sales Contests, your salesmen actually gain from 25 to 40% in *Real Value*.

### Why?

Because through your Purchasing Department, you can get from us, at Dealers' Prices, Merchandise valued at from 25 to 40% more than they could get on the open market with the *same money*.

### Use Our Merchandise Prize Folders



Our six-page letterhead-size Merchandise Prize Folder shows and describes 57 articles of proven worth as Contest Prizes—just the right number for the best results. The items range in average price to you from \$1.50 to \$25.00, but to your salesmen they are worth from 25 to 40% more.

### No Charge

Now ready for immediate delivery, the Folders are Free to you in any reasonable quantity, ready for you to imprint with your own name and copy as indicated. Your only task is to decide the basis upon which the various articles will be awarded, and of course that is never the same in any two concerns.

1. Merchandise Prize Folders will increase the REAL VALUE of your prizes from 25 to 40%, at no added cost to you.
2. Merchandise Prize Folders will eliminate the bother, expense and time required in preparing a special prize bulletin yourself.
3. Merchandise Prize Folders will fit your business as if they had been especially designed for it alone. Adaptability is one of their chief virtues.

## MAY & MALONE, INC.

WHOLESALE DEALERS

37 South Wabash Avenue

CHICAGO

Use the Coupon to get a sample and complete information

May & Malone, Inc.		A
37 So. Wabash Ave., Chicago, Ill.		Date _____
Please send me a sample of your Merchandise Prize Folder, and complete information as to its use in conducting Sales Contests.		
Name of Sales Manager _____		
Name of Company _____		
Address _____		
5-28-27		

## BUILDING ACTIVE IN PORTLAND

(Continued from page 1042)

national copy from the Armstrong Company and that of the local dealers, appear, as far as possible, on the same pages of the local papers, thus informing people, after their interest has been excited, where the goods are sold in Portland. Some of the copy stresses the uses of linoleum for offices, factories, and other business places, and is written largely for men, while other copy is planned to attract housewives.

National Gas Range Week has been of great interest to Portland stores, most of the furniture stores devoting much of their regular newspaper space to mention of the varieties carried by them, with special offers of goodly sums to be credited on new ranges for old ones "in any shape." The Portland Gas & Coke Co. offered a premium of a \$15 ovenheat control.

### Advertise Gas Furnaces

Prima Barley malt extract swung into line recently and is emphasizing the fine quality of the flavor. It is distributed locally by the T. W. Jenkins Company.

Mazola oil continues to use good space, and in connection with general advertising copy runs a tested recipe in each ad. Jell-Well is another food product addressing its copy to women; it runs a coupon at the bottom of each ad offering a free aluminum pint mold for fronts cut from five Jell-Well boxes.

Three local dealers in furnaces have cooperated on the advertising of gas furnaces, with the slogan, "Let the Thermostat be Your Furnace Man," with a cartoon of a thermostat-man.

The Frigidaire Company is running four column fifteen inch copy, and seems to be stressing the fact that the average house owner can have its benefits, and can even use it in the ordinary refrigerator.

Maxwell House coffee recently took page space to tell of the merits of its product, and its history. Kraft cheese is also using full page space.

## A. N. A. DISCUSSES SALES COSTS

(Continued from page 1016)

experiences in selling advertising material to the dealer.

Group meetings on the following subjects were held Tuesday afternoon: Agency Matters, Window Display, Outdoor Advertising, Magazines, Industrial and Business Papers. The outdoor advertising committee announced that they felt the outdoor advertising interests should assume more of the burden of selling the advantages of this medium to the dealers. It was said that the newspapers and magazines have done such a good job of selling the dealers on the power of their media that dealers have begun to doubt the value of outdoor advertising.

### Ad-Crafters Entertain

Detroit advertising agencies were hosts to the members on an automobile tour of the city, and a theater party. The *Free Press* furnished tickets to all members to see "Broadway," which was appearing at a local theater and the *Detroit News* gave a luncheon for the members and their wives.

Tuesday the members met at luncheon with the Detroit Ad-craft Club, and Tuesday night there was a formal banquet with Theodore F. McManus of McManus, Inc., and James Schermerhorn of the *Detroit Times* as speakers.

S. E. Conybeare of Armstrong Cork Company, president of the A. N. A., and Arthur H. Ogle, secretary and treasurer of the association, presided at the sessions, assisted by William E. Hart of du Pont, vice president of the association.

The next meeting will be held in New York, October 24, 1927.

### BUCHEN AGENCY HAS ENGINE ACCOUNT

The Novo Engine Company of Lansing, Michigan, has appointed The Buchen Company to direct its advertising and publicity. Trade papers and direct mail will be used.

# ROOSEVELT

## St. Louis Newest Hotel and the finest

Salesmanagers are passing this tip to their road men—high and cool, out near Forest Park, they live the life of Riley without excess wear on the expense account.

300 Rooms 300 Baths

### Room Rates

#### Room for One Person—

\$2.50, \$3.00, \$3.50, \$4.50  
(100 Rooms at \$2.50)

#### Room for Two Persons—

\$4.50, \$5.00, \$5.50, \$6.00  
(Suites \$10 to \$25)

### Meals

#### In the Coffee Shop—

Club Breakfast.....\$ .50  
Plate Luncheon......65  
Dinner.....1.00

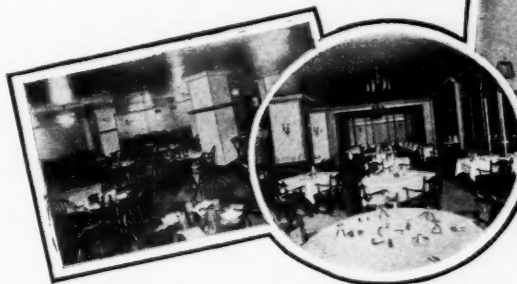
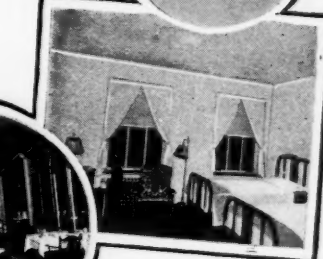
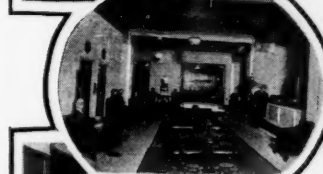
#### In the Dining Room—

Luncheon.....\$ .80  
Dinner.....1.50

Also A La Carte Service in both Coffee Shop and Dining Room

## ROOSEVELT HOTEL

Delmar at Euclid  
St. Louis



## It Lights! It Lights!—Everytime



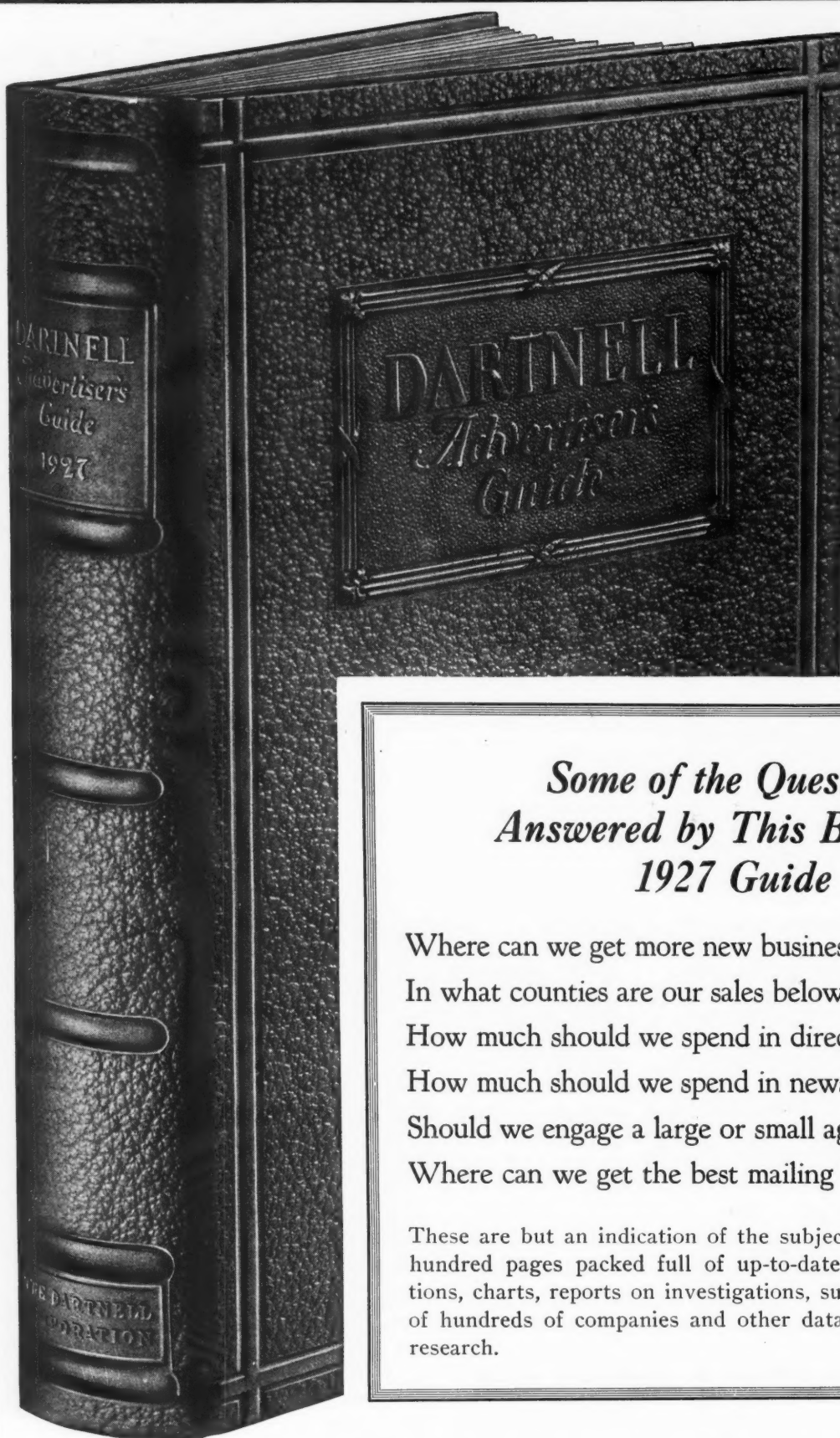
SWISS MADE, and "built like a watch", this lighter, the BEST IN THE WORLD, is mechanically perfect, hence IT LIGHTS EVERYTIME. Die Stamped orders (factory executed) require from six to eight weeks for delivery, therefore up to date GOOD WILL donors will not procrastinate, but DO IT NOW, rather than eventually.

Made in all fine metals, styles, finishes, stampings, this SUPREME LIGHTER is sweeping the country as it has Europe where literally millions have been sold already. Write now for details and quantity prices for all GOOD WILL purposes. Agents cooperated with.

*Litchfield*  
CORPORATION

Factory Distributors  
25 CHURCH STREET NEW YORK CITY





## Editorial Plan

- I—Dartnell Survey of County Buying Power.
- II—Ten Tests for Selecting an Advertising Agency.
- III—Advertising Appropriations and Budgeting.
- IV—Advertising Media.
- V—Advertising in Great Britain.
- VI—Advertising in Canada.
- VII—Foreign Advertising.
- VIII—Miscellaneous.

### *Some of the Questions Answered by This Big New 1927 Guide*

- Where can we get more new business?
- In what counties are our sales below potential?
- How much should we spend in direct advertising?
- How much should we spend in newspaper advertising?
- Should we engage a large or small agency?
- Where can we get the best mailing list?

These are but an indication of the subjects treated in the nine hundred pages packed full of up-to-date and accurate tabulations, charts, reports on investigations, summarized experiences of hundreds of companies and other data based on exhaustive research.

The 1927 Dartnell Advertiser's Guide is the most complete and valuable aid ever published for the man in charge of sales and advertising. More than two hundred new features to help you get more business; to help you increase the pulling power of your direct mail and publication advertising.

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# Facts for Effective Sales Planning

**T**HE new Guide can be used every day by any man responsible for the planning of sales or advertising campaigns. It will help you to fix sales quotas based on recently released figures; to lay out your advertising budget efficiently. It gives you money saving tips on where to buy advertising specialties that speed up sales; where to get photographs with a sales punch; and much heretofore unpublished information on 400 advertising agents. Every page fairly bulges with brass-tack facts and figures—the result of months of research and thousands of contacts with original sources of information—giving definite, detailed information of practical daily use to all sales and advertising executives.

## Leading Features

County analysis and sales index, including a tabulation by counties of all known wealth factors, each factor being given proper sales weight, and from these weighted figures an index figure representing the comparative county buying power is established. An exhaustive survey compiled from up-to-date information, invaluable in planning sales or advertising campaigns.

A description of the facilities, experience of personnel and characteristics of 400 selected agents and a complete list of all recognized agencies.

A list of several hundred surveys made by newspaper and other agencies showing the market for your products in their territories—reports to be had for the asking and very useful in planning sales drives.

Charts showing how much is spent for advertising in different lines.

Fifty charts in color showing how 232 different appropriations are broken down; how much was spent in magazine advertising, newspapers, direct mail, etc. This covers forty groups of advertisers.

Tables showing the peak months in various lines of business in different cities.

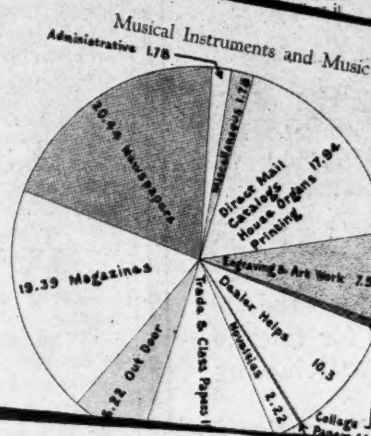
**Lists of recommended printers**—Edition and Catalog printers; Direct Mail Service printers; Label and Carton printers; Offset printers; Color printers; Ad Setters; Specialists and Lithographers. These have been recommended to Dartnell by keen printing buyers from all parts of the country.

***\$5.00 on Approval***

**THE DARTNELL CORPORATION**  
4660 Ravenswood Avenue CHICAGO, U.S.A.

### How Much Should be Spent for Advertising?

TEN YEARS ago advertising was regarded as an expense—something to be done when the business had developed a surplus and was securely entrenched financially. Modern marketing practice, however, considers advertising just as necessary to the success of the business as its sales force. In fact it is no longer a question of "does it pay to advertise?" but a question of "how much shall we advertise?"



CAMPBELL-EWALD COMPANY, Inc. Established 1912  
General Motors Building, Detroit, Michigan  
Branches: Chicago, New York City, Toronto, Cincinnati, San Francisco,  
Los Angeles, Montreal and Paris

Member: ILLINOIS; IRC. Recognition: JNPL; PF; AP; IRP.  
H. T. EWING, president; GUY C. BROWN, vice president and secretary; J. FARMER, vice president and treasurer. FLETCHER RICHMOND, vice president. AIA has organized agencies with a staff of 375 people. Volume of business transacted among the first five agencies in the country. Serves 102 clients, total of fifteen years, two for ten years. An important part of this agency's service is field contact organization. Handles accounts ranging in size from \$1,000 to \$100,000 advertising.

**THE CAPLES COMPANY**  
225 East Erie Street, Chicago, Illinois  
Branches: New York City, Tampa

Member: NO. 18 Recognition: INP 1, PP 1, IP 1.

R. C. CARLES, president; RALPH HARRISON, vice president, secretary and treasurer; F. L. BELT, general manager; ROBERT C. MARBLEY, vice president, Chicago office; N. J. DONOHUE, vice president, New York office; M. S. KENNY, manager, New York office; W. F. GIBSON, space buyer.

The agency has made a reputation for itself in the advertising and travel industries, including the Union Pacific, the Great Northern, the Santa Fe and the Rock Island & Pacific. Total accounts number 100 and the agency handles 100 resort accounts.

[illegible]





## Luxury Market

Washington, D. C.

In the District of Columbia according to 1924 figures \$43,071,600 was spent for luxuries.

Washington's population paid—

\$5,374,200 for candy  
\$14,460,000 for tobacco  
\$678,600 for chewing gum  
\$2,035,800 for perfume and cosmetics  
\$6,396,000 for soft drinks and ice cream  
\$2,361,800 for sports goods and toys  
\$7,285,200 for theaters and movies

The trading area around Washington, D. C., contains 697,000 persons. These few items for luxury show what they can and do spend for advertised goods.

The Washington Times and The Washington Herald with a combined (A. B. C.) circulation of 114,373 net paid daily and The Big Sunday Herald 132,490 net paid (A. B. C.) sell these luxuries.

**WASHINGTON TIMES**  
and  
**The Washington Herald**



# Training and Developing Salesmen

(Continued from page 1028)

"From where I live in Berkeley, we have the most wonderful view of Mount Tamalpais. I never get tired of looking at it. I see it in all of its grandeur and its tremendous outline; but if one goes over to Mill Valley, right at the foot of Mount Tamalpais, this is all lost, because all one can see there is a hillside. Perspective is a big thing in selling, and then imagination, where one dreams of the possibilities. Just as the architect, in his mind, develops the building and sees it in every detail, so the salesman should dream and visualize the possibilities of his job. 'Nonsense!' you say; 'ridiculous!' No, it isn't. I am talking good sense and I am talking what I know about.

"I believe you have it in you to be twice as good a salesman as you are this minute, and I believe that, within six months, within three months, you can double your business if you will apply yourself somewhat along the lines I am indicating, or at least what I have in my mind.

"Why not be the best paint salesman in the Long Beach territory? You might just as well as not be that. Somebody has to be the best, and for a young fellow like you to rank up in that way would be quite an achievement, and you can do it! There is no mistake about it at all. It can be done. It's just a case of paying the price—thinking and working and planning and using your head and using your feet, and all the while having in mind to be of real service to your company."

Leaving out any consideration of having salesmen go to school and having them attend meetings and conventions, it must be apparent that any man who takes the time and has the ability to write letters like the above to his men will surely be rewarded by securing increased results. I suppose I have a hundred different letters which Mr. Williams has written. I have simply quoted from this one as being about the average.

### Giving Salesmen Fair Play

Do not expect your salesman to know as much about your goods and your sales methods as you know. Do not make him find out in his own way what is the best possible way that your goods may be sold. It is your task to know the good ways and which are the best ways to sell your product. It is your task, then, to teach your salesmen these ways. Your salesmen deserve to be taught, trained and developed. Do not begrudge the extra cost for this sort of

thing. If your present budget does not permit such cost, reduce your sales force and use the money saved for training, teaching and developing those who are left.

Do not think that your salesmen, after they have been through some sort of a training school which you may conduct for the new men, are through with their training. Do not think that thereafter they will never need further attention or further education. When any salesman comes to a point where he knows it all, it is probably time to find his successor.

### Interchanging Selling Experience

Salesmen are like gardens: they deserve and will improve under constant attention. You have a long list of things which you might use for developing your salesmen after you select them. You may start with a school, or class. As they leave your school you may present them with tools which will help to develop them, such as a salesman's manual and a sales kit. You will probably issue bulletins and letters to them. You may hold general meetings or territorial meetings. You may constantly issue information which you pick up in various ways. You may send to all the other salesmen some good idea which one salesman sends in. A man or a horse runs a better race if he has a pace-maker. I have always believed, when I was making an experiment in selling, that I could secure a better picture of what was possible if I had a number of men trying to do the same thing than if I depended, for my experiments, on what one or two men did. Let all the other men have the benefit of the good of each man. Let each of your salesmen know the good things which the other men are doing. Show each of your salesmen how to avoid the mistakes which some one of them may have made.



# How I Lost My Biggest Order

(Continued from page 1006)

would fight for the county seat. Things would grow red-hot. When one town won, either by votes or by violence, all the houses in the other town would be put on rollers and they would be moved over to the town that won the fight. Several times in my experience in western Kansas, I have seen whole towns traveling over the prairie from one location to another.

However, when the county seat fight started between Leota and Coronado, there was a lot of bad blood. Driving one time to Leota, we met a traveler going in the opposite direction, who told us that they had just had a county seat fight in Leota, that several citizens had been killed and that they were laid out in the hotel. We drove into town and sure enough, there the corpses were, awaiting the sitting of the coroner. These corpses belonged to Leota. The people in Coronado had decided to stage a visit to Leota. They were coming to take the county seat records by force. The citizens of Leota locked up their shops and retired to their second story windows armed with shotguns, revolvers and Winchester rifles. When the citizens of the neighboring town crowded the Main street of Leota, the Leotans opened fire, and a number of their men were killed.

## Western "Politics"

The following day we sold goods in Leota and then we decided to visit Coronado. A wise salesman in our party suggested, however, that instead of driving directly from Leota to Coronado, we make a circle and drive into Coronado from the opposite direction; also that we all agree beforehand not to say that we had just been selling goods to the merchants of Leota. This ruse worked. I do not think business would have been very brisk with us in Coronado if these merchants had known that the day before we were hobnobbing with their enemies at the county seat.

The other day an old-time salesman called on me. When I asked him how he was doing, he replied, "Not so good." When I inquired why, he said that he had never learned to play bridge or golf and that he found that a lot of salesmen were using their proficiency at golf and at bridge to help them in selling. There is no doubt that buying depends largely upon friendship and, of course, friendships cannot be better cultivated than in playing games. Therefore, you will find that almost every bond and stock salesman, insurance salesman and advertising salesman is an excellent bridge player and shoots a good game of golf.

## Recreational Selling

It is true that a lot of business starts on the golf links, but there is nothing new about this. It is simply a change in the method of entertainment. In the old days, friendships between buyers and sellers grew up in bar-rooms, in poker games and in playing the horses. I think, however, that any salesman who would start out to do most of his business on the golf links or by playing bridge would soon be compelled to change his job. Such things are helps, but they are not to be depended upon as regular family providers!

Nevertheless, I am reminded of an experience I had in a Colorado town. Mr. W. A. Woodworth was selling stoves for The Cribben & Sexton Company of Chicago. I was selling hardware for The Simmons Hardware Company. We were great friends and often made trips together. I had been visiting Aspen, Colorado, regularly and had some close friends among the hardware dealers in the town. "Woody" had never been there before. He did his best to sell a car of stoves but could not interest any of the dealers.

One of my customers in Aspen, Mr. A. E. Jones, asked me if I would not take a day off and go out trout fishing. As I was very



# They have Money

in Bridgeport, Connecticut as shown by the \$123,000,000 deposited in Bridgeport's banks. Bridgeport's per capita wealth is \$1710.95.

A market well worth cultivating. Annual payroll \$84,000,000.

Waste in advertising is eliminated by using the people's newspapers. The Post-Telegram, representing the supreme reader confidence and greatest buying power.

Remember, 167,000 live within the city proper, while 236,000 live within the 13-mile trading radius in towns of 1,000 or more inhabitants, most of whom derive their livelihood from Bridgeport's gigantic industries.

The POST-TELEGRAM with a daily circulation of 44,446 is Bridgeport's only result producer.

Complete coverage at one cost.

## BRIDGEPORT Post-Telegram

National Representatives  
GILMAN, NICOLL & RUTHMAN  
New York, Boston, Chicago, San Francisco.

# "How to Sell Quality"

**D**ESCRIBES actual plans and methods used by salesmen who have been successful in combating price competition by quality arguments. Tells how these salesmen make the buyer want quality; get the stipulated price without haggling; shut out the price cutter and keep the old customer sold on quality.

## Typical Chapters

### How Quality Helps a Salesman

Shows salesmen the advantages in selling quality merchandise.

### Why Your Customers Buy Quality

Gives illustrations to prove that wise buyers prefer quality to price when properly sold.

### Making the Buyer Want Quality

Tells how good salesmen create desire for quality products.

### Creating a Quality Atmosphere

Illustrates the value of comparisons to force price into the background.

### Getting the Full Price

Explains how the price dwindles when quality is sufficiently understood.

### Disarming the Price Cutter

How to meet price objections with quality arguments and eliminate competition.

### How to Close a Quality Sale

Closing arguments that make prospects forget price and buy your products.

### Keeping the Old Customer Sold on Quality

Making customers see the profit in repeat orders for quality goods; the loss of patronage that comes with price-cutting, etc.

Send for a copy of this popular Dartnell manual. You will find in it many ideas for your own letters and bulletins to salesmen. More than 350 concerns have distributed copies to their salesmen.

*In board bindings: Single copy, \$1.10; dozen, \$10.50; hundred, \$75.00. In DeLuxe leatherette: Single copy, \$1.60; dozen, \$15.50.*

## The Dartnell Corporation

4660 Ravenswood Ave. 19 W. 44th St.  
CHICAGO NEW YORK

fond of fishing, it did not take much coaxing on the part of Mr. Jones. We arranged to go early the next morning. That night I asked Woody to come along. "Oh, no," he said. "I can't do it. Business has not been good. I am behind my schedule. I cannot afford to waste a day."

"But," I said, "I believe, if you go on this fishing trip, that Mr. Jones will finish by buying a car of stoves from you. The trouble with you is that you work too fast." I finally persuaded him to come. We had a fine day's fishing and the next night, sure enough, Woody sold Mr. Jones a large car of stoves.

### Fishing Trip Lands Order

I think I am quite safe in saying that most salesmen travel too fast. They are just like taxi drivers who go so fast that they constantly are running by good prospects.

Speaking of taxis, reminds me of a chat I had the other day with a taxi driver here in New York. "How's business these days?" I inquired.

"Oh, it's always good with me," he cheerfully replied. "You see," he added, "a lot of these taxi men are afraid to use up any gasoline 'cruising' when they need a fare. They draw up to the sidewalk on some side street and park themselves. They wait for customers. They think they are saving gasoline. Now, I always keep moving in the best localities to pick up fares. In other words, I 'cruise.'"

I think there is a pretty good moral to this taxi story. It is a good plan in all lines of business for a salesman to keep "cruising," but he should not make the mistake of cruising too fast.

\* \* \*

Years ago, there was an old-time merchant at Ellis, Kansas, who had a habit of sticking to his friends among the salesmen. He would very seldom change his buying from one house to another. When I took the territory, he was buying from one of our competitors. The salesman who called on him was a very popular man, but he was a great poker player. All of his customers knew this

characteristic. When he got into a big poker game at his headquarters, he would frequently play for several days, and of course he neglected his customers and did not make his calls on time. However, just the same, he was exceedingly popular.

I called on this merchant and attempted to interest him. I was working westward on the Union Pacific. "No," this dealer said, "I am waiting for Bill. I have been buying from him for years. He will be along in a day or two. I have a card from him."

In those days, there was an eating house at Ellis and trains going both eastward and westward stopped there twenty minutes for meals. On my return trip, my train stopped at Ellis for lunch. The idea occurred to me to run across the street, see this merchant and find out if Bill had turned up or not. Well, Bill must have been in an extra good game! He must have been losing, because this merchant had not heard a word from him and was suffering badly for goods.

### Hardware "House-Cleaning"

"I tell you what," he said. "If you will stay over this afternoon, I will give you a part of the order—just some of the things I am needing very badly." So I agreed to stay over. I rushed back to the train and took off my grips.

Then I tackled the hardware shelving of this merchant's general store. The hardware was badly mixed up. The stock had not been straightened out for a long time. The merchant gave me quite a number of items from his want list and then I suggested to him that he had better allow me to straighten up his stock.

"What do you mean?" he inquired. "I mean," I said, "that if you will let me do it, I will go to work, take all your stock out of the shelves, dust off the shelves, dust off the stock, put the stock back and then we will find out just what sizes and kinds of hardware you need." He looked at me curiously and remarked that he had never had a salesman make that proposition before.



So I peeled off my coat and vest, collar and tie, rolled my sleeves up above my elbows and went to work on that stock of hardware. I worked hard all the following day. As I worked, I made out a list of exactly what was needed to complete assortments. When I finished, this old merchant simply remarked, "You have gone to a h— of a lot of trouble, but just the same, you can send me the list of hardware wants you have made up." It of course was a very handsome order. After that, Tom Daly was a regular customer for many years, as my poker-player competitor decided to cut the town of Ellis off his list.

### Carload Order Too Large

At Lindsburg, Kansas, in a very rich farming district, there was a Swedish dealer whose business I had been very anxious to get. However, he was buying his goods on the Missouri river. One day, just before visiting Lindsburg, I received a notice of a decline in the price of nails and barbed wire, of ten cents per hundred. At that time, all carload shipments were made direct from Pittsburgh. Nails and wire were very high and it was my opinion that heavy declines were on the way. I called on this Swedish merchant and he inquired the price of nails and wire. I gave him my new price without making any comment about the decline. He looked up several other quotations he had, and of course, as they were old, my price was the lowest. He told me he had decided to give me an order for a car of nails and wire and he immediately started in to make up his specifications.

I wrote down the order in my book and then said to him, "If I were in your place, I would not place this order at this time. I believe there is going to be a decline."

"Oh!" he said, "so you offered me a bait in the way of a cut price and now you are trying to get out of filling the order?"

"No," I replied, "my price is lower because I have just received a reduced price and if my

# Want some?



## Inquiries cost this advertiser 12¢ each!

Every one of the coupons in this pile was returned from a single advertisement of Soiesette in the December issue of *MODERN PRISCILLA*. Hundreds upon hundreds, thousands upon thousands, they rolled in to the American Bleached Goods Company. Until on January 22nd, when this picture was taken, they had mounted to 16,801. By April 9th they had increased to 18,572. Bringing the actual cost per inquiry down to 12¢!

If you want to carry *your* message inside the family circle, you can do it most effectively and most *economically* through the pages of *MODERN PRISCILLA*.

### MODERN PRISCILLA

ARTHUR J. CROCKETT, Advertising Director  
470 Atlantic Avenue Boston, Massachusetts

## Splendid Opportunity for District Organizer

A nationally known manufacturer serving every type of business offers an exceptional opportunity to an intelligent business man with experience as sales supervisor or district sales manager. As District Organizer, the successful applicant will assist in the selection and development of new representatives and in the opening of new territories and will work on guaranteed salary and expense arrangement. Replies will be held in strictest confidence. Please give full details of your sales and executive background and state the salary at which you would be willing to start.

**Address: Vice Pres., Box 1016, Dayton, Ohio**





## A "whether" map of the U.S.A.

**W**HETHER—or not—to expand or retrench; whether—or not—a change in advertising or sales policy is advisable; such questions continually confront modern sales executives.

A proper forecast of conditions is as necessary before the business man "takes off" on an important venture, as for the air pilot.

To discover how the wind blows may mean to learn whether John Familyman prefers canned or home made preserves,—whether Mr. and Mrs. Newlywed are sold on electric refrigeration, and why,—and whether Mr. Rural Merchant could be utilized in a

plan to sell more tailored clothes. Such an investigation for one advertiser uncovered a need for a new line which is increasing his volume millions of dollars.

A survey for another client resulted in his reducing the size of his package and enabled him to enlarge more rapidly the important metropolitan markets. Still another merchant learned that his largest market was in the rural districts and pointed to a highly profitable change in advertising mediums.

Through facts gained from adequate investigation of mass opinion you can "build on bedrock."

**JOHNSON, READ & COMPANY, Inc.**  
*General Advertising Agency*  
202 South State St., Chicago, Ill.

Member American Association of Advertising Agencies  
Member Audit Bureau of Circulations



Member National Outdoor Advertising Bureau  
Member International Advertising Association



### How to Get NEW Business

**S**OUTHERN manufacturing plants are expanding; prosperity exists.

At the present time there are over 250 advertising agencies in the South, controlling 1,252 advertising accounts. 87 outside agencies have two or more accounts each. Both advertisers and agencies are rapidly increasing in number. Firms in Southern Advertising & Publishing territory for past four

months have been spending over \$800,000 a month in the magazines alone.

This condition makes the South an excellent market for all concerns interested in reaching new prospects. Advertising space in Southern Advertising & Publishing, the South's own advertising magazine, will fully reach this responsive group of advertising people. The editorial material published means that each issue is thoroughly read.

Subscription price is \$2.00 a year. Send for sample copy!

For a complete analysis of this field address:

**SOUTHERN ADVERTISING & PUBLISHING**  
Jefferson Standard Building, GREENSBORO, NORTH CAROLINA

judgment is right, there will be still further reductions in the very near future. Let me advise you to buy what nails you need in small lots from a nearby local jobber, but do not place an order for a car at present."

No, he insisted on placing the order. "Well," I then said, "let me suggest this: You place this order with me and I will give you a signed copy at the present price. Then you will be assured of getting the goods because you can hold my house—but let me keep this order for two weeks. If the price should advance in that time, I will send the order in at the present price. If, on the other hand, the price declines, I will communicate with you and give you the benefit of the decline." He finally agreed to this.

#### Dealer Confidence

It just happened within the two weeks that there was a slump in the price of nails and wire of about fifty cents per hundred. My Swedish customer was prevented from making a heavy loss by taking my advice. He was very much pleased. After that, I always enjoyed the lion's share of his business. Usually, he asked a price on every item he bought from other salesmen, but he seldom asked me for any prices. I had convinced him that I could be depended upon.

\* \* \*

Now, in conclusion of this article on selling, allow me to say that there is no mystery about permanent success as a salesman. First of all, a salesman must gain the confidence of his customers. They must believe that he is working in their interests. Next, a salesman must not be afraid of hard work. He must constantly think of opportunities to make sales. In other words, his mind must be always on his business.

Some of the above stories I have told before. Of course, if I should draw on my imagination, I could tell a lot of selling stories, but I find it very much easier to tell stories of sales that actually happened and to tell them *just as they did happen*. Truth is always stranger than fiction.

# Atlanta to Spend Million In Business Papers

(Continued from page 1036)

manufacturers of suction sweepers, on a recent tour of the southeastern territory stated while in Atlanta that the company's sales in Georgia during the first four months of 1927 were 48 per cent larger than during the first four months of 1926, and that seven of the states in the Southeast had an increase in sales during the same period of approximately 30 per cent. One reason for this, perhaps, is the increased advertising the company has been doing in the territory this year in the newspapers, which ties up nicely with their national advertising in the standard magazines, and enables them to secure the better class of dealers. The Hoover line can be found in most of the best stores in the territory.

## Motor Truck Sales Up

Though the automotive business in the Southeast, regarding it as a whole, has not been as large so far this year as it has been in the past for the same period, the motor truck branches nearly all appear to be enjoying a better business in the territory than they did last year, with present indications giving every promise that 1927 will prove a somewhat better than normal year for the motor truck industry.

The Mack-International Motor Truck Corporation and the White Company, both of which have their southern branches in Atlanta, are looking for at least a normal southern business if not a better than normal business during 1927.

It is also of interest to note that Chevrolet has been making rapid strides in this district, the Atlanta branch of the company having enjoyed a record volume of business the last four months, sales far exceeding the corresponding period of any previous year in the history of the company. The Buick Atlanta branch also is enjoying a particularly good business this year, but other motor car lines are

not moving so rapidly, nor do present conditions appear to promise any very great improvement in the near future.

## Industries Buy Hardwoods

Incidentally, one might also mention in this connection that lumber wholesalers and manufacturers in the Atlanta and other larger lumber markets in the Southeast enjoyed during the last part of April and the first two weeks of May as large a hardwood demand from the automobile manufacturers as they have enjoyed in more than previous whole years, which would seem to indicate that the automotive industry is planning rather active production schedules for the coming Spring and Summer.

H. L. Miller, who became manager of the Atlanta branch for the National Biscuit Company during May has stated that the company is starting work at once on its new Atlanta plant, which, when completed, will be one of the largest bakery plants in the world. Recently the National purchased the large Atlanta plant of the Frank E. Block Company, and the new plant is to represent an enlargement of the Block properties. It is planned to invest about \$1,000,000 in the new plant for construction alone.

## A. L. SHUMAN OFFERS ADVERTISING TROPHY

A. L. Shuman, vice president and advertising director of the Fort Worth *Star-Telegram* is again offering the Shuman trophy for the best story of a newspaper advertising success to be presented at the Denver convention of the Association of Newspaper Advertising Executives, June 27-29.

In 1926 Shuman trophy was won by Frank E. Tripp, general manager of the Gannett Newspapers, with an outline of a successful campaign conducted by a group of independent grocers.

Free

Booklet explaining L M S unusual Warehousing Plan mailed Free on request.

# Save Money by Storing in England

Here's important news to every business executive. Today, you can store merchandise throughout Great Britain for one-fourth of what you now pay by shipping L M S, and storing in L M S warehouses. Every convenience known to modern distribution is at your command—always! There are more than 300 L M S warehouses distributed through all important industrial centers of Great Britain, both on the coast and in the interior. They are all connected by direct rail routes. Handling charges and costly transit delays are cut to an irreducible minimum.

The average L M S charge for handling, stowing and delivering out of store as required, is only 2-3 of a cent per 100 lbs. inclusive.

The L M S is the one British Railroad which serves with its own lines all major British ports. L M S delivers right through to store door with its own teams and trucks; 1,300 motor trucks and 10,000 teams continuously employed. L M S storage rates on general merchandise vary from one-fourth to one-seventh of the current rates for storage in public warehouses in the United States.

## LONDON MIDLAND & SCOTTISH Railway of Great Britain One Broadway, New York City

The L M S New York office offers every cooperation to help you solve the problem of distribution in Britain. Address Thomas A. Moffet, Freight Traffic Manager in America, One Broadway, New York.



THE ONLY BRITISH RAILROAD WITH AN ACTIVE FREIGHT DEPARTMENT IN AMERICA





# EDITORIAL COMMENT



## Mr. Sprague Pays His Respects to Dartnell

Having given the world the secret of what is wrong with American sales methods abroad, Jesse Rainsford Sprague has turned his attention to exposing sales methods at home. In the May 14 issue of the *Saturday Evening Post* he points out that American sales managers don't understand salesmen. They think salesmen are children, when in reality they are grown-up men. They send them little feather dusters with which to dust off their territories and imitation firecrackers to make a big noise among the trade. They buy these things from a "pep letter" house with the result that when the salesmen from different concerns get together at their hotels they all receive identical letters!

We want to thank Mr. Sprague for the advertising and for the compliment to our sales department. But Mr. Sprague's imagination needs pruning, for, as a matter of fact, less than one salesman in a hundred received the feather duster, and the only person who thought the duster was sent for salesmen to play with is Mr. Sprague himself. For Mr. Sprague's information we will explain that the purpose of sending these dusters to salesmen was to dramatize an old idea. Mr. Sprague was a retailer before he took up writing. He knows how much more effective an unusual window display, built around a central idea, is than a lot of merchandise dumped into the window. The dramatic window fires the imagination, causes talk, stands out from the commonplace, and makes a passer-by stop and remember. It gets business. The commonplace window does not. The merchandise might be the same that the store has been selling for many years, but the *setting* turns the trick. So with the letters which a sales manager sends to his salesmen. For years sales managers have pointed out to their salesmen that Summer-time is a good time to work the small towns; to open new accounts; to uncover hidden opportunities; to do the things which they have been intending to do all Spring.

Last year sales managers found that by saying these old things in a new way, and in a way that impressed itself upon the salesmen, sales were increased. We have on file a great many letters testifying to actual increases in sales from concerns who used our settings for their letters. Several concerns doubled their business during July and August. Why? Because these ideas made it possible for a sales manager to prepare a series of constructive Summer selling suggestions to fit each individual salesman on his staff, and to present the

suggestions to a salesman in such a way that it appealed to his imagination. Were it true, as Mr. Sprague stated, that each salesman received the same letter, there might be some point in his argument. As in his article in *Harper's* on export sales methods, Mr. Sprague's argument is important if the facts upon which it is based were true—but they are not.

## A Hand at the Throat of Advertising

It ought to be reasonably clear by this time that the issue raised by the prevalence of exaggeration and insincerity in advertising is a serious issue. The third article by Mr. Johnson, printed elsewhere in this issue of *SALES MANAGEMENT*, points rather definitely to the necessity for prompt action, if control of the situation is not to be taken out of the hands of the advertising fraternity entirely. In urging the formation of a Board of Review, or some equivalent method of effective censorship, *SALES MANAGEMENT* is therefore not dealing with an academic question, but with a problem that is of immediate practical importance.

There is only one place where advertising can be saved, and that place is in the minds of the public. The shift of public sentiment with respect to advertising is about as slow and steady as the drift of a glacier—and about as inexorable. You cannot halt it with argument, be it ever so eloquent; your pious protestations simply fall upon ears that are already growing deaf, and minds in which the most flourishing crop is suspicion. The hand is the hand of Esau, but the voice is the voice of Jacob.

In one or two instances, readers have objected to our printing what might be construed as an "attack" on advertising. There have also been a few fears expressed lest we were preparing to set forth on a muck-raking expedition. Neither protest is warranted. Advertising is indeed under attack, as has been amply shown, but not by us. We are hopeful of protecting it from successful attack, by removing the conditions which give point and force to assaults upon it. Nor have we any intention of running a campaign of disparagement against individual advertisers. We do not say that the individual is not to blame for trying to fool the public; but the blame is considerably mitigated by the fact that fooling the public has become so widely accepted as established trade custom. At that point advertising lays itself wide open to attack, for the practice is indefensible on the ground of good morals and sound business principles alike.



## BIG BUSINESS SPEAKING:

"I never had a faster or easier market. The Plain Dealer has all the selling facts in just the shape the salesman wants them.

"Their break-down for me of the Cleveland families who could buy my merchandise and those who couldn't, was worth 20 times the cost of my advertising. And Akron, Canton, Ashtabula, Lorain, Youngstown and 100 other good Towns can be sold from Cleveland in one job. I know—because I did it!

"OVER HALF of all the families and 58% of all the bank

deposits in Ohio are in the Cleveland Market. I know—I have their orders.

"If there is any other 3-million group with equal buying power that can be seen and sold in the same time and cost, I'd sure like to meet them!

"And the Plain Dealer really does cover all the worth-while buyers and dealers in Cleveland and the Cleveland Market. I am one of 1524 National Advertisers who say it does—and I got mine."

# Here IS the *in the United States* Through One Best Place to Sell Merchandise Newspaper



**The CLEVELAND PLAIN DEALER  
ALONE Will Deliver This Compact Market!**

## ARGENTINA

is the best customer  
the U. S. has in  
SOUTH AMERICA

### LA PRENSA of Buenos Aires

has the largest circulation  
in South America

La Prensa offers you the shortest route to make your product known in Argentina.

La Prensa maintains a New York office in charge of a man who has had six years' selling experience in South America. His services are at your disposal.

Write for a free copy of "Argentina as a market for American Products," an interesting cross section of the richest per capita market in the world and the best way to sell in it.

**JOSHUA B. POWERS**  
Exclusive Advertising  
Representative  
250 Park Avenue, New York

**LA PRENSA**  
"South America's Greatest Newspaper"

*The official magazine of the  
Y.W.C.A. which reaches  
executives who have  
the spending of  
\$23,000,000 of  
the annual  
budget*

## The Womans Press

*Published  
monthly  
by the National  
Board of the Young  
Women's Christian  
Association Organization*

*Address*  
**Clara Janouch, Adv. Mgr.**  
600 Lexington Ave. New York City

## Cutting the Deadwood Out of Direct Mail

(Continued from page 1008)

soliciting his business for you. These letters will be signed with your name, making them personal messages from you, which the prospect will bring to your store when he comes in to buy his paint.

The letters we write are real sales building letters and they will get business for you.

Each postcard has room for nine names, but if you have only two or three prospects at a certain time, do not wait until you can fill out the nine spaces but mail the card at once.

The code printed on each postcard shows the division of surfaces and our letters are designed to fit each particular surface. We write two letters on each subject to each prospect.

For instance, if Mr. Jones is interested in exterior house paint you write his name and street address on the postcard and in the last space you put the letter "B," which is the code for exterior house paint.

If Mrs. Smith is interested in re-finishing her furniture, you put her name and street address and put the cost letter "F" in the last space.

If the prospect is interested in more than one subject put down the code letter for each class.

The system is simple and the results will be great. Use this service every time you have a prospect and the more prospects you send in the better we will like it.

### Cooperation From Dealers

There were many things in this plan which appealed strongly to the dealer, but the three most important features to him were:

1. The letters were signed with his name, making each letter a personal message from him to his prospect.
2. The quality of the letters—a beautiful twelve-color lithographed and multi-graphed letter—carefully filled in with the prospect's name and address.
3. A special service for every item.

In this way the dealer's stock was made 100 per cent active and all the pressure was not put behind one item.

And now for the results. The first year about 42 per cent of our agents sent in one or more cards. Some sent in only one—others sent in several hundred. The more aggressive the dealer, the more names he sent in.

We know of dealers who keep pad of cards on the front counter and whenever a customer comes in the store to buy anything at all, the dealer mentions paint and asks if the customer is thinking of painting in the Spring or Fall. Usually this brings out the information that the customer is thinking of doing over some room or perhaps the outside of his house.

Down goes Mr. Customer's name on the card, which is stamped and mailed and the work begins to have Mr. Customer buy from the Acme dealer.

### Plan Brings Results

At the end of the first year this service was in operation about 92,000 names were received. So far this year 168,000 names have been sent in and only seven months of the year have gone. This indicates what the dealers themselves think of the service and shows that they appreciate this type of cooperation.

About every other day we receive a letter like this from one of our agents who has used the service:

Gentlemen:

We have checked over our list of names sent you for the Selected Selling Service Plan, and sold twenty-four which is about 10 per cent.

Last year was a bad business year with us on account of our having been in the drought district, and we are sure that we will sell quite a number of the customers in the list this year.

We are glad to supply you with a list of the customers we have sold, and we attach this list hereto.

We value the Selected Selling Service Plan above any other form of reaching the customer except personal solicitation.

Yours very truly,

C. W. BROWN LUMBER CO.,  
Bremond, Texas.

While the total expense of this service is going up, still we feel that is a very satisfactory condition because we know the names are good prospects who are actually interested, and if our letters are right we have a good chance to sell them.

# By-Products of Steady Advertising

IN THE runaway steel market of 1922, steel makers found it impossible to fill all orders.

The president of one of the larger independents adopted the policy of taking care of certain customers and giving the remainder whatever was left.

"You are leaving out some very substantial concerns," the sales manager declared, when the preferential list was handed to him. "Some of these companies give us big orders from time to time, and there is certainly no question about their credit."

"But notice the live ones on your list," answered the president. "Those concerns are big advertisers with well-established trade. They give us business *all the time*. We must take care of them first."

And that is one of the valuable by-products of advertising. In the seller's market of 1919 and the first half of 1920, and in every period in the last twenty years when there was a scarcity of raw materials, with sellers in a position to discriminate, the concerns having a steady demand for established brands were always supplied with the materials.

This willingness to discriminate in favor of companies that advertise is due first of all to the fact

## Outlining a Few of the "Unearned Increments" of Sound Advertising

that these concerns are generally less affected by changes in business conditions than are the non-advertisers. They are regular and consistent customers, and the only variation in their purchases is that they tend to increase year after year.

### Another By-Product

Another reason why companies with wide distribution on established brands receive preferential treatment from sellers, both when there is a scarcity of goods and when there is an abundance, is that the credit of these companies is more stabilized and their ability to get money under all conditions is recognized. Under modern conditions of large-scale operation, this is another of the highly valuable by-products of consistent advertising and efficient sales management. The securities of such companies are comparatively free from the usual stock market fluctuations. Their goodwill, another by-product of their advertising, while an intangible asset, is one that constantly increases in value. Unlike buildings, equipment or other tangible property, this is an asset that

cannot be quickly destroyed or dissipated. It represents, for the most part, the sum investment capital is willing to pay for the companies' actual and potential ability to earn regular annual net profits.

According to modern theories of finance, it is a company's actual and potential earning power and not the original cost or the replacement value of its land, buildings and equipment that determines its value. Frequently owners and stockholders in such companies have made as much, and in many instances, they have made more from the annual increase in the value of goodwill, resulting from regular earnings, in bad years as well as good, as they have from the sale of their products.

Instances in proof of this have been numerous in recent months. It is only necessary to recall the prices paid for Dodge Brothers, the National Cash Register Company, Coca-Cola, the Lambert Chemical Company, the Erie Steam Shovel Company, the Marion Steam Shovel Company and Johns-Manville. The eagerness with which the public purchased minority equities in such

(Continued on page 1076)

## Stocks in a Position to Combat Lowering Commodity Prices

Common Stock	\$ Par Val.	Year Earnings 1925 \$ 1926	Period Earnings 1926 \$ 1927	Pres- ent Div.	Issued in Shares	Pref. Shares Outstdg.	Funded Debt	1926		1927		Cur. Mkt. Price	Cur. Yield		
								High	Low	High	Low				
Am. Chicle	n	5.90	5.75	a-1.24	a-1.42	3	196,595	37,156	1,423,000	51	31	52	36	45	6.7
Am. Safety Razor	n	5.40	5.07			3	204,020	None	None	70 3/4	42	61 1/2	48	49	6.1
Am. Tobacco	50	9.77	9.90			8	804,848	526,997	1,149,950	124 3/4	111 3/4	128 3/4	120	127 3/4	6.3
Am. Tobacco "B"	50	9.77	9.90			8	1,147,944		1,149,950	124	110 3/4	127 3/4	119 1/4	127 3/4	6.3
Canada Dry	n	2.88	3.85	a-81c	a-1.11	2	450,694	None	None	49	32 1/2	46 1/2	36	44 3/4	5.
Coca-Cola	n	7.23	8.25	a-1.65	a-2.04	5	1,000,000	None	None	174 3/4	128	198 3/4	167 1/2	104	4.8
Coty Perfumerie	n	8.09	9.52			5	309,300	None	None	62	44 1/2	75 1/2	56	68 3/4	7.3
Eastman Kodak	n	8.84	9.50			5	2,051,310	61,657	None	136 3/4	106 3/4	147 1/2	126 1/4	143 1/4	3.5
Fleischmann Yeast	n	3.08	4.08	a-91c	a-96c	3	4,500,000	None	None	56 1/2	32 1/4	55 3/4	46 1/8	53 3/8	5.6
General Cigar	n	5.93	5.66		a-1.36	4	362,576	72,562	6,300,000	59 1/2	46	57 1/2	52	58	6.9
Household Prod.	n	4.46	5.21			3.50	575,000	None	None	48 3/8	40	50 1/2	43 1/4	48 3/4	7.1
Int. Silver	100	9.00	17.24		a-4.25	6	60,801	60,785	3,395,000			171 1/2	135 1/2	157 1/2	3.9
Lambert Drugs	n		5.30	a-1.61	a-2.24	5	281,250	None	None	72	39 1/2	74 3/4	66	70	7.1
Life Savers	n	2.10	2.61			1.60	500,000	None	None	25	17 1/4	24 3/4	21 1/4	24	6.6
National Biscuit	25	5.78	6.32	a-1.28	a-1.62	5	2,046,520	248,045	None	102	74	115	94 3/4	116 1/4	5.2
Postum	n	6.85	8.08	a-2.26	a-2.28	5	1,475,000	None	None	124 3/4	75 1/2	102 3/4	92 3/4	94 3/4	5.3
Int. Bus. Machine	n	4.88	6.51	a-1.31	a-1.63	4	578,643	None	5,473,500	56 3/4	38 3/8	75 3/8	53 3/8	76	5.3
Underwood Type	25	6.61	4.66			4	400,000	34,000	None	63 3/4	43 1/4	60 3/4	45	53 1/2	7.6
Sterling Prod.	n	7.84	8.66			5	625,000	None	None	96 1/4	75	103 1/4	90 1/2	98 3/4	6.1
Vick Chem.	n	*5.30				3.50	400,000	None	None	52	44 3/8	58	48	56 1/2	6.3
Wrigley Gum	n	5.07	5.06	a-1.34	a-1.35	3	1,800,000	None	None	56 3/4	47	52 3/4	50 3/4	53 1/4	6.6
Vacuum Oil	25	9.74	9.90			2	2,498,832	None	None	109 3/4	90 1/4	116 1/2	96 1/8	112 1/4	4.5

\*For 1926 fiscal year.



# Toledo to Fight Tire Price-Cutters With Standardized Advertising

**A**GGRESSIVE sales methods and extensive advertising campaigns by the leading tire manufacturers and their distributors are stabilizing the retail tire business in Toledo. Cut-rate stores, which for several years following the war supplied a substantial part of the tire needs in this city, are gradually going out of business.

The Better Business Bureau is attempting to have tire dealers standardize their advertisements insofar as telling the public the truth in regard to the conditions and prices of tires offered for sale are concerned. Leading dealers are favorable to this proposition and there is no doubt that it will be adopted.

An outstanding feature of the local tire business is that a considerable portion of sales are made on the time-payment plan. Toledoans may purchase their tires on the easiest terms conceivable. In fact, one distributor is advertising that the buyer may name his terms.

## "Name Your Terms"

Seiberling has adopted a method whereby it guarantees to supply the tire needs of firms and individuals to the amount specified in signed contracts at present prices for the period of one year. Under this contract the customer is not compelled to buy the tires that he reserves, but he is protected against advanced prices to the amount specified and for the period of one year. Should tire prices drop, the customer may disregard his contract and buy at current prices.

Nearly all the leading tire manufacturers are using large newspaper copy. Dunlap is running a poster campaign. Several others are continuing to use both newspapers and outdoor media. The city is being flooded with

*Malt Syrups Selling Heavily; Cigar and Drug Stores Continue Price War; General Tone of Business is Higher*

malt syrups. Some of the names that the foamy beer of a decade or more ago made famous are again appearing in heavy black type in newspapers and on colored poster panels. Budweiser is using heavy space in newspapers and three-sheet posters throughout the city.

## Awning Campaigns Open

Schlitz, Blatz, Buckeye, Blue Ribbon and Red Top malt syrups are using considerable newspaper space. American Beauty is beginning an outdoor campaign, using twenty-four sheet posters, in addition to their newspaper efforts.

According to reports, sales of malt syrups are keeping pace with advertising. The representative of one company said his firm had a 75 per cent distribution three weeks after their product was introduced in Toledo.

Of the household appliances, electric vacuum cleaners are occupying the advertising limelight. Hoover has been running a Spring campaign in newspapers and in twenty-four sheet posters. Premier is being offered at \$1 down and balance \$3 monthly, with a floor polishing attachment for \$10 additional. The Air-Way Electric Appliance Corporation, manufacturers of the electric cleaner of the same name, broke all previous sales records in March and April.

Vernor's ginger ale is beginning a campaign with twenty-four sheet posters, using outdoor mediums in Toledo for the first time. Vernor's have a large distribution in this city. Coca Cola has increased outdoor display by taking several bulletins at preferred locations.

Dodge Brothers' new car and Reo's Wolverine have been

introduced to Toledoans through newspaper advertising. Willys-Overland, Inc., are pushing their Collegiate Whip-pet, already using newspaper advertising and are starting with a special twenty-four sheet poster campaign featuring this model exclusively.

The Dickey Manufacturing Company, and the Wilcox Manufacturing Company, both of this city, are running their Spring campaigns on awnings. Both are employing outdoor displays as well as newspapers. Paint manufacturers are likewise in the midst of their seasonal campaigns. Acme is using newspapers. Tuscon is on painted bulletins. Buckeye is using city walls and highway bulletins. Duco is running a Spring campaign in newspapers.

## Business Shows Gains

Downtown cigar and drug stores continue their price war. Two for 15 cents seems to have become a standardized price for regular ten cent cigars. Occasionally cigars regularly priced at two for 25 cents are added to the lot. Neighborhood drug stores are suffering in consequence. They cannot compete with downtown stores at such prices. The downtown worker usually comes home at night with enough cigars to last until the following morning and there is no need for him to run to the drug store for his evening smoke supply.

Business in general has improved considerably in Toledo during recent weeks. There has been a substantial gain in employment over the first quarter and people are spending more money. Retailers in all lines reported gains in April over the preceding month.

The Z. L. Potter Company, of Syracuse, New York, is now established in its new offices in the Syracuse Building.

# Playing the Favorite Against the Field

(Continued from page 1002)

"Another advertising feature which is proving of great value is our plan of obtaining candy bar concessions for baseball parks, football stadiums, coliseums and every other kind of sporting fields. In many ball parks, even at the new Soldiers' Field in Chicago, Baby Ruth and the Curtiss products are the only candy bars sold. The attendants sometimes wear coats with our names across the backs, and even though we may make little actual profit operating such concessions, the advertising value is immeasurable.

"Over a hundred thousand Baby Ruth balloons were distributed in California during a recent drive for business in the West. They accompanied all orders for boxes of bars and were passed out wherever our product was sold. Hundreds of children could be seen playing with them in any densely populated sections of the state. In the last five years between fifteen and twenty million of these balloons have been distributed.

"At annual picnics of children's homes, welfare societies, public

schools and similar institutions, we supply the candy bars purely for the advertising and goodwill. Sampling of that character is one of the very best advertising features we have been able to devise. Besides the balloons and the candy bars themselves, we have likewise given away 350,000 big, red, white and blue "Baby Ruth Playballs."

"Whenever we are breaking into a new territory, the first thing we do, after putting up our twenty-four sheet posters on the billboards and smaller posters about the city, placing counter cartons in the retail stores and inserting advertisements in the papers, is to 'circus' the town. Sometimes this includes our fleet of three airplanes which circle about the city dropping handbills and advertising novelties. Other times it may mean parades, bands, streamers and all the other accompaniments of a circus.

"Our regular forms of advertising create the acceptance for our product, but these extra features make our product unforgettable; they create the preference."

## Patterson Talks to Milwaukee Sales Managers

W. R. PATTERSON, manager of the Cheese Division, The Pabst Corporation, was the principal speaker at the May meeting of the Milwaukee Sales Managers' Association. He told of the sales and advertising campaign which was responsible for the successful introduction into national markets, of Pabst-ett.

An entertainment and dance to be held next month will conclude the Milwaukee association's yearly program. A number of features have combined to make the 1926-1927 season for the organization the most successful since its inception. In addition to

a prominent speaker for each meeting, the club features the giving of attendance prizes donated by various members, ten minute impromptu talks by three members at each meeting on their companies and the products they sell, and more recently a roundtable discussion of some specific sales management problem was held at the close of the regular meeting.

The Health Products Corporation of Newark, New Jersey, has placed the advertising of "Feen-a-mint" with Olmstead, Perrin & Leffingwell, Inc.

## IS COMPETITIVE ADVERTISING SLOWING YOUR SALES IN SOME TERRITORIES?

Do you know what advertising your competitors are doing in the principal markets?

For the first time individual newspaper lineage of national advertisers is now available through the monthly HANFORD AD-CHEK RECORDS.

Sales managers and advertising departments are now using this valuable information as a basis of future sales efforts and newspaper advertising. Advertising plans are made with less guesswork and greater effectiveness through this month by month data.

We are now reporting the national advertising lineage appearing in over 235 newspapers in 62 large cities

Sample copy of the H. A. C. Record on ten day approval

### HANFORD AD-CHEK BUREAU

10 South 2nd Ave. Mt. Vernon, N. Y.

## Buy This "UNIVERSAL" WALL PIVOT DISPLAYOR

AT OUR RISK



This "Universal" Displayor for Route Maps, Advertising Proofs, Graphs, etc., fastens to wall, post or partition. It has six or ten detachable wings 20" wide by 30" high, with Thumbtack panels covered with rich green burlap. Wings open like the leaves of a book and rubber-tipped bumpers keep them properly aligned and apart.

The model comes with six wings, \$33.00 net, or ten wings, \$57.50 net.

Order either size—at our risk. Return in 20 days for full credit if not thoroughly satisfactory.

We make a complete line of Displayors for every purpose. Send today for illustrated catalog 19-S.

UNIVERSAL FIXTURE CORP.

133-135-137 W. 23rd St. New York City



A BIG "CRUISE  
FOR SUMMER  
BUSINESS"

# Summer Campaign News

10 Weeks' Campaign  
Based on Cruise  
of West Indies

## SCOURING WORLD FOR MATERIAL



Equipment used in gathering coral

### DARTNELL SPENDING \$25,000 TO HELP YOU INCREASE SALES DURING JULY AND AUGUST

Subscribers Pronounce This the Greatest Campaign Ever  
Developed to Increase Summer Sales

Over \$25,000 is being invested by The Dartnell Corporation in ideas and materials, including oil paintings by famous artists, souvenirs from many sections of the globe, tons of paper stock, labor, traveling expenses, editorial work, etc., before a single order for the 1927 Summer Campaign can be shipped.

Those companies participating in this cooperative campaign will find this a most elaborate setting for dramatizing important Summer Sales messages to their salesmen and for use in constructing a special campaign that will stimulate summer business.

The tremendous task of building this campaign is nearing completion. This is an annual affair and the work of developing the campaign is started early in the winter preceding each summer. During the past few years, hundreds of large and small companies have greatly increased summer business through the use of Dartnell Summer Cam-

This elaborate campaign is available to companies participating at a very small amount per salesman.

The 1927 Summer Campaign is not a mere novelty, but a practical sales building plan for the hot months, called "A Cruise for Summer Business," and given a picturesque and impressive touch by being based on a cruise of the West Indies.

#### Coral Expedition Starts

Chester Thompson, marine curio expert, with headquarters in Key West, has accepted the Dartnell contract to deliver 30,000 pieces of coral, of the type found in West Indies. Rose Coral has been selected as the species to use.

If weather conditions do not delay the boat trips necessary to get this coral, Thompson and his crews will have the entire quantity in time to bleach in the sun for the required sixty days.

[Advertisement]

### Ideas to Be Staged With Material From World Wide Search

Many sections of the globe have been scoured by Dartnell cablegrams, personal representatives, and letters, in the widespread search for material and ideas to be used in campaign for increasing sales for you and other subscribers in July and August. Correspondence in a half a dozen different languages has had to be translated. Government authorities have been called upon, American Consulars in other countries have been asked for cooperation, and assistance has been solicited in various sections of the globe, stretching from "Alligator Joe" in the West Indies to Nakayama Shoten in Yokohama, Japan.

Dozens of importers and exporters, marine experts, fishing fleets, scores of sculptors, and other experts, have been called upon in various countries to assist in assembling material.

No obstacle has been allowed to stand in the way of developing a campaign that would really be dramatic enough and sufficiently impressive to help Dartnell subscribers increase their sales in summer.

Few will appreciate the tremendous task of getting together material for campaigns of this nature, as no single company can afford to go to the extreme that The Dartnell Corporation has to carry out constructive ideas for helping various companies to increase sales.

#### THE PANAMA CANAL WASHINGTON OFFICE WASHINGTON

May 9, 1927.

The Dartnell Corporation,  
Ravenswood & Leland Avenues,  
Chicago, Illinois.

Dear Sirs:

Referring to previous correspondence relative to the desire of your Corporation to obtain a number of pieces of stone from Gaillard Cut at the Panama Canal for use in connection with a sales campaign. I beg to state that this office has just received a communication from the Canal officials, dated April 30th, to the effect that this material had been collected and would go forward from the Isthmus by first available transportation.

You will be promptly advised of any further developments in connection with this matter.

Very respectfully,

A. L. Flint  
Chief of Office.

Government's agreement to furnish souvenir rock



# This Material Is Being Assembled from Foreign Lands to Stimulate JULY and AUGUST SALES

**A** DRAMATIC and unique campaign, designed to carry your summer sales messages to your salesmen with utmost effectiveness. The complete campaign includes nine consecutive weekly mailings, each to be a "leg" in a big cruise for summer business. Each one carries the atmosphere of a foreign port touched en route and is built up around an interesting pocket piece or souvenir, of special sales significance, imported from that particular country especially for this campaign. Each comes complete, all ready for your message, which is typed or multigraphed on the letterhead furnished. It is your letter—your ideas—your individuality throughout. *We furnish the setting—the scenery for the story.*

## Prizes Not Necessary, But If You Want to Award Them:

**I**T IS not necessary to put on a contest or spend any money for prizes to use these mailings, for they are designed to stand on their own feet without any extra inducements. Your ideas for increasing sales in the dramatic settings provided will keep the men on their toes all summer.

But should you feel that your men will respond better if an extra inducement is offered, a booklet picturing a number of handsome gifts a salesman taking this cruise would want to take back to his wife or mother, or buy for his personal use, is provided. Each man selects from his booklet the prize that he fancies, and you tell him how much business he will have to produce to get it. Under this plan every man is competing with himself, and he has an excellent chance of winning a handsome reminder of the cruise.

By offering to give a winter cruise to the West Indies to the salesman who leads the organization during the last six months of 1927—but requiring a certain quota of business during July and August to qualify for the big prize—a decided impetus is sure to be given not only to summer sales, but business for the last half of the year. Work harder this summer and you can have a real vacation next winter.

What salesman would not be willing to work his head off for such a magnificent prize—especially if he were to make the trip in the company of a number of other star salesmen, with a special program of entertainment and sight-seeing arranged by Dartnell? Such a cruise on the Canadian Pacific liner *Montroyal* costs from \$350 to \$500, excluding fare to New York.

## Prices and Terms

The complete campaign consists of nine weekly mailings.

Each mailing is complete with suggested letterheads, container, label, envelope, enclosures and suggested letter.

The campaign will be sent prepaid in two shipments.

The July mailings will be shipped at one time from Chicago not later than June 15th.

The August mailings will be shipped from Chicago not later than July 15th.

Material will be billed as shipped. Terms—Net Cash.

Set of 9 Complete Mailings...\$2.50 a set  
12 or more complete sets...\$2.35 a set  
100 or more complete sets...\$2.25 a set  
200 or more complete sets...\$2.15 a set  
500 or more complete sets...\$2.00 a set

F. O. B. YOUR OFFICE

## Vividly Presenting Your Sales Message in a "CRUISE for SUMMER BUSINESS"

### OUTLINE OF THE CAMPAIGN

- BROADSIDE ANNOUNCEMENT TO DEVELOP SALESMEN'S INTEREST**—A big, interest arousing circular, showing "places to be visited" and explaining the reason for the "Cruise." Your letter, on regular letterhead, giving the plan of the campaign, is enclosed with this broadside. Humorous, but pertinent, baggage labels, travel pointers and other accessories necessary for a "successful cruise" are supplied.
- STARTING RIGHT**—This mailing includes a 32-page souvenir log book so that the salesman can keep a daily record of his progress during the "Cruise." This souvenir log book offers numerous tips useful to him in signing up summer orders. Radiogram blank for sales manager's "steamer" letter, together with large illustrated envelope, is provided.
- IMPORTANCE OF PLANTING SALES SEED CAREFULLY**—Since Porto Rico is the first port of call on the West Indies Cruise, each salesman will receive this week cuttings of sugar cane, such as is used for planting. His summer harvest depends upon the careful planting of sales seed, continuous cultivation and lots of hard work. Illustrated tag envelope to be attached to the piece of cane, special four-color letterhead and suggested letter included.
- PUTTING BITE INTO SUMMER SALES TALK**—Many salesmen fall down in summer because they do not put enough "bite" into their selling talk. A real shark's tooth from Barbados is sent them, symbolical of bite, and special letter developing those things they can do to make their summer sales talk "bite." We furnish shark's tooth, illustrated letterhead, envelope, shark's tooth container and suggested letter.
- THE FALSE GODDESS OF LUCK**—The most interesting thing in Trinidad is the East Indian village where the coolies who work the asphalt lake live. These Hindus have a god called "Ganesa" whom they believe brings them luck in business. A miniature of this god is sent to each salesman, with a letter pointing out that luck in summer selling is a matter of making calls—foot work. This mailing includes letterhead picturing the coolies carrying their luck god to the water for the annual bath, container for god and suggested letter.
- FIGHTING SPIRIT TO CARRY THROUGH**—The summer is now half over—more fighting spirit will help carry the men through, so we send them an eagle's claw or a fighting cock's metal spur from South America symbolical of the fighting spirit. The letterhead pictures two giant eagles fighting in mid-air. The suggested letter demonstrates that August belongs to the fighter—and urges them to *fight for orders*. We provide claws and spurs, container, letterheads, suggested letter, etc.
- CONSTANT DIGGING FOR SUMMER BUSINESS**—We have secured, through the U. S. Government, several tons of rock dug out in cutting the Panama Canal. A piece of this rock, certified by U. S. Engineers, is sent to each salesman. It typifies the dogged determination that enabled us to succeed in Panama after the French had failed. It drives home what hard work in summer can do. Special letter urging the men to "Keep Digging" goes with the rock on four-color letterhead showing giant steam shovel at work. Boxes for rock provided.
- THE IMPORTANCE OF SMALL ORDERS**—This demonstration, built around a coral specimen from Bermuda, impresses on the salesmen the importance of small orders as well as large ones in summer sales success. The coral builders are so small you can hardly see them, but they have built great islands. A folder describing their activities, and bringing out selling similarities, is packed with each specimen, and a colorful letterhead is furnished for you to outline the sort of "building" your men can do to make their summer mark.
- SAILING THROUGH SUMMER OBSTACLES**—The salesmen are now endangered by discouragement. So we send them from the spot where Columbus first sighted land that great mariner's "Sail On" message, a fac-simile of Columbus' log from San Salvador, or Watling's Island, as it is now known. With the booklet goes a letter on special letterhead picturing the arrival on shipboard of the land bird. Container for log book and letter, as well as suggested letter, provided.
- THE CAPTAIN'S DINNER**—It is customary for all ocean cruises to wind up with a "Captain's Dinner." This summer cruise for business is no exception. But instead of pretty speeches and empty praise, your men will want to show their appreciation to their "skipper" in a more substantial way—with orders. This "Skipper's Dinner" will be a fitting conclusion to the big cruise for summer orders.

## ORDER BLANK

THE DARTNELL CORPORATION,  
4660 RAVENSWOOD AVE., CHICAGO.

GENTLEMEN: You may enter our order for.....complete sets of material furnishing the "scenery" for dramatizing our summer sales messages to salesmen through the medium of "A Big Cruise for Summer Business," at a cost of \$.....a set.

SHIP TO: Company .....

Individual .....

Title .....

Address .....

1927

## WHO— WHY— WHAT—

*National Advertisers*, such as the Buick Company, Anheuser-Busch, Frigidaire, Calumet Baking Company, Packard and others, recognize the value of reaching the prosperous group on the Mississippi Coast, who are readers of *The Daily Herald*.

*They realize* that a newspaper going into more than 7,000 homes along the Mississippi Coast carries their sales messages to that many prospects, and more.

*What proves profitable for others is at least worthy of your consideration.*

**THE DAILY HERALD**  
Herald Building      Herald Building  
Gulfport      Mississippi      Biloxi

## MULTIPLEX Display Fixtures



for displaying sales maps, advertising matter, photos, bulletins, charts, blueprints and miscellaneous matter.

—  
Send for catalog describing various types, sizes and uses.  
—

**Multiplex Display Fixture Co.**  
915-925 N. Tenth Street      St. Louis, Mo.

Branches:  
New York      Chicago      Detroit  
Los Angeles      San Francisco

## Maytag Dealers Organize New Cooperative Association

**T**HE Indianapolis Branch, Maytag Dealers' Association, is the new merchandising movement organized at a special convention of Maytag dealers held in Indianapolis May 6, thus marking the inauguration of a new chapter in merchandising history.

The new association will function as an independent dealer association, having for its principal objects the unification of dealer interests and the simplification of distribution, operation and costs, the ultimate benefits being passed on to the consumer. It is expected that the closer cooperation which will result between dealers and the Maytag company will promote a state of dealer harmony and consumer satisfaction thereby increasing sales of Maytag washers.

The association was organized under the direction of George Rhodes, manager of the Indiana-

polis branch of the company. This branch has been unusually successful, showing a sales increase of 5200 per cent in six years.

F. L. Maytag, president of the board of directors of the Maytag Company, was present to meet the new dealer organization. He expressed himself as greatly surprised at the overwhelming enthusiasm with which the dealers perfected the new organization and the spirit of the pledge of cooperation signed by all the members.

The association is at present operating only in the Indianapolis territory, comprising the states of Michigan, Ohio, Indiana, Illinois, Kentucky and eastern Missouri. It is anticipated, however, that the new merchandising movement will spread to include not only the entire Maytag national dealer organization, but dealer organizations in other industries as well.

## By-Products of Advertising

(Continued from page 1071)

thriving industrials as Maytag and Williams Oil-O-Matic—consistent advertisers and equally consistent profit earners—is additional evidence of the value of this by-product of advertising, supplemented by sound sales policies and efficient sales management.

Further proof of the value of these by-products of advertising is found in a recent analysis made by the *Financial World* to determine whether or not there are non-depression stocks. The analysis indicated that the companies whose earnings would be most favorably affected by a general decline in business were those selling trade-marked, advertised goods under a fixed price policy.

The list of companies on which this publication bases its conclusion, are shown on page 1071.

The same paper says, in commenting on these stocks:

"The companies, because of the nature of their products, are in a position to benefit from many other influences that are making themselves felt at this time and, as indicated, that may be felt in the future. There is competition, but not so keen or direct in its effects as most other companies are confronted with in these periods.

"While presented as a group in their ability to stave off the depressing effects of declining commodity prices, they must be given individual consideration as being directly affected by the action of the commodities they are dependent upon. In making commitments, diversification should be the keynote for a program of this type. Considering the indicated trend of commodity prices, this list offers possibilities of obtaining an attractive yield.



## WHAT MY RECORDS TELL ME

(Continued from page 1010)

in the event of any salesman's slipping. I know how many calls he is making, what his sales are costing, how many calls per sale he is making. Imagine how useful this information is to me when I visit a salesman. Suppose he complains that sales are slow; that merchants are not buying; suppose he is discouraged and doesn't know what is wrong. I look on this report and find that he is far below the average in the number of days worked and in calls per day. It is easy to see what is wrong, and to point it out to him specifically and definitely.

### Helping the Salesman

When you can go over a salesman's records—take his work apart, so to speak—and show him just where he is falling down, it is a great deal easier to help him than it is when you can only guess where he is weak. From this report I can show a salesman where he is not putting forth the average amount of energy devoted to our work that the other salesmen put in; I can show him *why* his work is not satisfactory and suggest a remedy based on the experience of all our other salesmen.

None of these reports are used with the idea of having a time clock for my men, or with the idea of "checking up" on them in the sense of a timekeeper. A man who has to be "watched" isn't worth bothering with. But the average salesman who begins to slip does so because he begins to let up on some phase of his work without being conscious of it. He doesn't intend to "loaf" or to waste time. But when you can point out to him just where it is that he is falling behind, he is glad to remedy the difficulty.

Brooke, Smith & French, Inc., Detroit, have been appointed as advertising and merchandising counsel for the Norge Corporation, newly organized manufacturers of a system of electric refrigeration.



## The Important Ad is Waiting for the Cuts!



ENGRAVINGS must be on time and *absolutely* right. You can depend on Superior—the Engraving house with a conscience. Let advertisers tell you.

### Superior Engraving Company

215-217 West Superior Street  
Chicago, Illinois

Phone Superior 1013-1014

MAKERS OF SUPERIOR PRINTING PLATES

Illustrating—Photography—Photo-Retouching

### To the Sales Manager of a Small Organization

Whose advertising appropriation is not large enough to justify the full services of an advertising manager, yet is of sufficient importance to require the merchandising and advertising experience of a specialist.

This advertising organization offers, on a fee basis, the services of a man who has had many years of merchandising and advertising experience.

Write for particulars PRATT & DAVIDSON, Inc., 220 W. 42nd St., New York

An organization providing a complete service in Outdoor advertising through advertising agencies

### NATIONAL OUTDOOR ADVERTISING BUREAU INC.

NEW YORK CHICAGO DETROIT

Our product will help to sell your product

### The U. S. Printing & Lithograph Co.

COLOR PRINTING HEADQUARTERS

Cincinnati Brooklyn Baltimore

Let our nearest office solve your color printing problem.

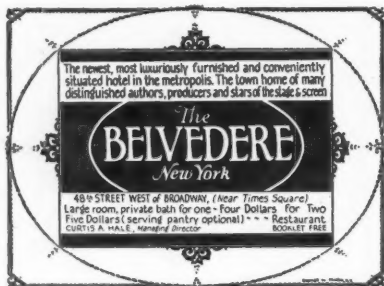


## I'll Tell What's Wrong With Your Sales Letters and Literature—FREE

A new "slant" on your sales problems for the asking. Send samples of literature for constructive criticism and suggestions. 10% to 30% replies not unusual from my direct mail efforts. Scores of satisfied clients being served by mail at small cost. Dartnell Promotion Manager two years.

**C. M. ALDRED**  
Persuasive Advertising

910 Illinois Bldg. Indianapolis, Ind.



## The Workman Manufacturing Company 1206 WEST MONROE STREET, CHICAGO

Gentlemen: I understand the WORCO 2 in 1 combined order blank envelope has doubled orders for many concerns. Please send information on "The Knack of Getting Orders."

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_ (3790)

**TOYCO Promotion BALLOONS**  
—A Dynamic Force in SALES PROMOTION is a booklet which shows the way to increased sales through the use of toy balloons.  
Copy sent on request.  
**The TOYCRAFT RUBBER CO.**  
ASHLAND, OHIO

**PHOTOSTATS** Reproductions of testimonial letters and other data must be attractive in appearance to be most effective. Write for samples of our distinctive Photostats with deep blacks and clear whites.

**BERGER & WAGONER**  
21B North LaSalle Street, Chicago

## REAL JOBS FOR REAL MEN

William L. Fletcher, Inc., acting as employment managers for corporations in locating and investigating men for responsible positions, constantly has from 50 to 100 positions open at salaries usually ranging from \$1,500 to \$15,000 a year. Complete information upon request without obligation. Strictest confidence observed. Not an agency.

**WILLIAM L. FLETCHER, INC.**  
80 Federal Street, Boston

# Mr. Bott Answers Editorial in Sales Management

**WE AGREE** with you, in your editorial entitled, "The Wrong Way to Buy," relative to our asking for bids on 1,000,000 catalogs, which article appeared in your issue of April 2. Not being subscribers, we had not known of your editorial, ere this.

Yes, our advertisement and circulars sent to numerous printers for bids was a good subject for an editorial and you handled it well. You are right, we admit—but. There are two sides to everything—even flypaper, but the darn fool fly—

May we have a rebuttal? All right—thanks.

When a large building is to be constructed, why does the architect advertise for bids? He knows the leading contractors. Does he simply call in a few for their suggestions and then select one of them, and not haggle about the price? We think not. The analogy is simple. We are the architects—the printers, the contractors.

May we inquire, without malice, if the printing of your own magazine was originally turned over to one publishing house or printing concern, without securing prices from several houses? Have we not that prerogative to protect the interest of our clients by securing low prices, quality considered?

One million catalogs in two colors is a big order. (Our client will possibly order 1,500,000 now—though in only one color, perhaps). They constitute his principal method of advertising. Every quarter of a cent means much to him, and the difference in price may mean success or failure.

Most of our work is turned over to one or two printers, with whom we work closely. They quote the price—we tell the client—and then proceed without bids or haggling. Thus we get quality and are willing to pay for it.

But there is a great variance in bids that we have thus far secured

—as much as over \$13,000 difference plus freight. Now that's quite a lot to pay for quality—suppose we had accepted the highest bidder's figures. Would our client receive that \$13,000 worth of value in direct sales (which this catalog must produce)? Could the quality make back that \$13,000 or would we have to charge it out of our profits?

Some of the leading printing houses in the country have figured with us, and others have written for more information to figure. They are evidently accustomed to bidding on work.

Our specifications might not have been fully complete, we know. But that's all we had, thus far. The copy for the new book is not compiled. We had to base our specifications on the last two years' catalogs. Our client asked us to secure these prices for him FIRST. What more could we have done? We were giving service to a client—were not even adding an agency commission to the figures secured, so as to hold down the figures and be fair to our client and those firms bidding. (We would secure a fee for preparing copy.)

Sending dummies, etc., to each printer would have consumed months, so we resorted to a quicker way—advertising—and succeeded in getting suitable quotations and reasonable ones too, although some varied by thousands of dollars, up to the \$13,000 difference. So that's our side of the story.

You're right. When we buy advertising circulation, we prefer that of quality, although there are times when we want MASS instead of CLASS. This catalog job is a mail order proposition, catering to MASS in lieu of CLASS. Every fraction of a cent saved counts.

**LEO P. BOTT, Jr.,**  
Bott Advertising Agency,  
Little Rock, Arkansas.

## A. B. P. MEET AT FRENCH LICK

(Continued from page 1020)

etc. It was the experience of those present that these irregular publications were dissipating millions of dollars of advertisers' money and in most cases such expenditures were charged against advertising when, properly speaking, the advertising was a donation.

The French Lick meeting was the largest Spring conference in the history of the A. B. P. The program of the executive committee for developing a broader outside interest in A. B. P. standards of practice was enthusiastically approved. The executive committee as elected for the ensuing year is as follows: J. H. Bragdon, chairman, *Textile World*; Merritt Lum, *Factory*; Warren C. Platt, *National Petroleum News*; Malcolm Muir, McGraw-Hill Publishing Co.; George Slate, Simmons-Boardman Publishing Company; Lt. Col. J. B. Maclean, Maclean Publishing Company; Elbert E. Haight, *Concrete*; Everit B. Terhune, *Boot and Shoe Recorder*; C. J. Stark, Penton Publishing Company; Frederick M. Feiker, managing director and secretary.

## ORGANIZE AD CLUB IN AKRON

Several of the leading industrial and commercial institutions, as well as various advertising agencies, were represented at the organization meeting of the Advertising Club of Akron, May 4. The roster of the new organization now contains 130 members.

H. R. Baker, advertising manager of the Miller Rubber Company, was elected president of the club; Ralph Busby, editor of the *India Tire and Rubber Review*, first vice president; Edward Neutzenholzer, advertising manager of the *Akron Beacon-Journal*, second vice president; J. H. Johnson, local manager of Barron G. Collier, Inc., secretary, and D. L. Edwards of the City National Bank, was made treasurer.

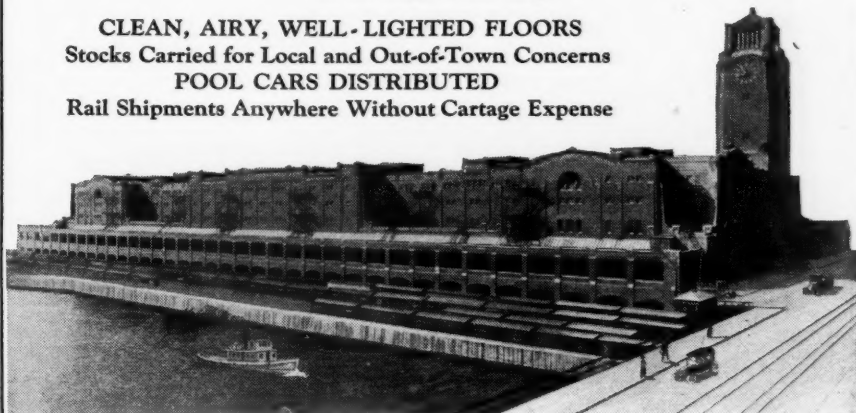
The club is to be affiliated with the International Advertising Association.

## A Proven Location—Efficient and Reliable

CHICAGO'S BIG DOWNTOWN WAREHOUSE

"At the Edge of the Loop"

CLEAN, AIRY, WELL-LIGHTED FLOORS  
Stocks Carried for Local and Out-of-Town Concerns  
POOL CARS DISTRIBUTED  
Rail Shipments Anywhere Without Cartage Expense



## WAREHOUSE SPACE AND OFFICES TO LEASE

Insurance 17.7c per \$100 per Year

Negotiable Receipts

## Western Warehousing Company

E. H. HAGEL, Superintendent

Merchandise Warehouses — Polk Street Terminal, Pennsylvania Railroad  
331 WEST POLK STREET CHICAGO, ILLINOIS  
TELEPHONE STATE 3878

## Encourage your office staff to write BETTER LETTERS

**M**ANY TIMES letters are sent out over the signature of an officer of a company about which the official knows very little. These letters are carelessly written, invoke ill will, and may result in the loss of a valuable customer.

To demonstrate the mistakes many letter writers make and to show better ways of saying the same thing, the Dartnell "Better Letter Program" has been prepared. It consists of thirty bulletins and contains many charts, model paragraphs and letters, together with a detailed program for putting the plan into effect in your office. The complete plan, with bulletins, letters and charts, is priced at six dollars. It will be sent to any rated company for examination. It may be returned for full credit within two weeks if you are not convinced that it offers a practical, inexpensive means of improving your correspondence.

## The DARTNELL CORPORATION

4660 RAVENSWOOD AVENUE :: CHICAGO, ILLINOIS



# Personal Service and Supplies

Classified rates: 50c a line of seven words; minimum \$3.00. No display.

## SALES PROMOTION

\$50 TO \$50,000 DAILY SALES DEVELOPED during 28 years for clients by our direct mail plans, copy, campaigns. One product, 1923, an idea, this year \$100,000 orders booked. Fifty year old concern desired 50 national representatives in 1925; we produced 40 in three months. 700 dealers in 10 months, at \$3 each, for another. Ten years Sales Promotion Manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Ave., Buffalo.

## INTRODUCING A NEW PRODUCT

(Continued from page 1044)

received as soon as the test proved satisfactory to the manufacturers.

"We are so enthusiastic about the results obtained from this campaign," Mr. La Vallee continued, "that we are trying it again in another field. This field will consist of a selected list of master painters, nominated by the American Paint Journal Company of St. Louis, and will introduce another new product.

"I know that the invitation idea has not been used previously in our industry and it is apparent that modifications of this idea can be used repeatedly with good results. I have heard of successful invitation campaigns in other lines of business, but in those instances the invitations were directed to the class of people who receive only a few letters a day and naturally read all of them."

## REAY AND BERTOLET BUY ST. PAUL PAPER

Control of the St. Paul *Daily News* was purchased May 20 by N. W. Reay, publisher, and C. D. Bertolet, manager of the national advertising department of the paper. Associated with them in the purchase are Howard Kahn, editor; W. H. Neal, business manager; M. W. Thompson, advertising manager, and C. J. Stein, secretary and treasurer.

The sale includes, in addition to the *Daily News*, the *Cloverleaf Weekly* and the *Cloverleaf American*, published in tabloid form.

## POSITIONS WANTED

**SALESMAN, DISTRIBUTOR, SALES MANAGER**—I can put your products on the market in Cleveland and vicinity. Twenty years successful sales and sales management experience. Seven years with present firm; eight years with previous firm. Thoroughly experienced in salesmanship, advertising, letter and circular writing, and all that make up selling and management. Not a miracle worker; I put high pressure on myself, use common sense, intelligence, hard work, initiative, originate ideas, and never say die. Quickly adaptable, will put myself and others in field and put over clean, legitimate proposition. Not interested unless I can make \$150 or more weekly from start, with larger possibilities. Expect proper backing and cooperation. Let's get together. Address Box L-524, SALES MANAGEMENT, 4660 Ravenswood Avenue, Chicago.

**I WANT TO CONNECT WITH RELIABLE** concern as assistant Sales Manager, Field Salesmanager or Director of Sales in the Home Office. Am experienced in handling men. At present am in charge of field force covering three Western States, selling direct to retailers. Satisfactory references. My age is 40. Home is in Salt Lake City. Address Box L-524, SALES MANAGEMENT, 4660 Ravenswood Ave., Chicago.

**A SALESMAN WHO CAN SELL, GOOD** references, high-type man, will prove his ability and ask for promotion only on his record with you; experience, salesman, Division Manager and Sales Manager, do not want executive or managerial position at the start, but wants a man's size selling job. Box L-512, SALES MANAGEMENT, 4660 Ravenswood Ave., Chicago.

## EXECUTIVES WANTED

**ADVERTISING AGENCY WANTS BIG** merchandising man—N. Y. agency (class A) wants \$8,000 to \$12,000 man for contact with client's sales executives, territory managers, salesmen, brokers, jobbers, retailers. Must be a thinker, good health, tactful, able to dig into and analyze conditions in various territories and help sales mgr. and agency to plan constructively. Experience in marketing food specialties and ability to write merchandising plans desirable but not essential. Excellent possibilities for growth in responsibility and income, depending entirely upon capacity and character. Address Box L-520, SALES MANAGEMENT, 4660 Ravenswood Ave., Chicago.

**IF YOU ARE OPEN TO OVERTURES** for new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established sixteen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, New York.

## SALESMEN WANTED

**WANTED—SALESMEN CALLING ON** business houses to handle "The Stauder Line" of Engraved Holiday Business Greetings. Liberal commission. Samples light and easily carried. Write today with references and particulars. Stauder Engraving Co., 4130 Belmont Ave., Chicago.

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## "GIBBONS knows CANADA"

J. J. Gibbons Limited, Advertising Agents  
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